



Engagement with suppliers at Le Terrazze brings positive results

In January 2010, we began construction at Le Terrazze in Italy. With 38,600m² of Gross Lettable Area (GLA), 80% of which is already let, Le Terrazze will be the biggest shopping centre in La Spezia province.

Since the beginning of the construction works, we have been implementing our SHEMS on site to reduce risks for workers and the community, and lower our impact on the environment. We have faced several difficulties: on a practical side, the relatively small size of the site made it difficult to store some materials or install some equipment needed to implement the good practices prescribed by the SHEMS, and the characteristics of the site made it prone to flooding. We also had to challenge the conventional habits and attitudes of our suppliers, presenting SHE practices which were new to them.



We worked hard to solve these challenges, rationalising the available space, implementing water run-off improvements and continuously engaging with our suppliers and assessing their SHE performance. We delivered extensive training every month, totalling 1,876 man hours since 2010, to ensure that all new staff were appropriately informed about different SHE aspects.

We tracked the water and energy consumption and waste production associated with the construction activities and dedicated considerable effort to minimise the amount of waste sent to landfill. For example, the soil removed from the construction site was used for nearby areas' construction works and waste separation was improved thanks to clearer instructions on waste compactors. We installed a rainwater collection system to spray roads for dust prevention and reused water to wash trucks.



suppliers working on site.

We adopted a series of measures to minimise safety risks and hazards and carried out observation exercises every month to establish and report on potential non-conformities with our SHEMS. We kept a record of every incident and near-miss, and although we recorded six staff accidents, auditors established that they were circumstantial and did not reflect the quality of our SHEMS. Our external project manager, Jacobs, also held regular SHE meetings with managers of all construction

After inspecting the construction site in July 2011, auditors from Lloyds Register Quality Assurance recommended Le Terrazze for ISO 14001 and OHSAS 18001 certification, and Le Terrazze became the first construction site in the world to simultaneously obtain this double certification.

"I think that Le Terrazze's Safety, Health and Environment Management System (certified according the ISO 14001 and OHSAS 18001 norms) is very robust and well-structured. The starting point was the corporate Sonae Sierra management system that was enriched with the Jacobs SHE programme. The final result was very positive and effective. The commitment to continuous improvement is evident; by December 2011 we had registered more than 2,300 S&H observations from all people involved! The involvement of contractors is always crucial, and we reinforced this throughout the construction phase by organising four SHE Leadership Meetings with them. To further strengthen the involvement of workers, we put in place a recognition programme with coupons for workers who followed the SHE procedures and best practices – with excellent results."

Maria Elena Gasperini, Quality Manager, Jacobs Italia