



25 YEARS OF BRINGING PEOPLE TOGETHER MEADOWHALL REVIEW 2015



A JOURNEY THROUGH TIME

From 1990 to the present day: key events at Meadowhall, highlights for the Sheffield City Region and happenings in the wider world.



A JOURNEY THROUGH TIME

KEY TO TIMELINE

Meadowhall

Regional

Wider World

1990



- Meadowhall opens
- Nelson Mandela is freed from prison in South Africa

1992



- Pavarotti visits Meadowhall and Sunday trading starts
- Brian Deane of Sheffield United scores first ever Premier League goal
- Nigel Mansell wins Formula One

1994



- Sheffield Supertram starts

1997



- Sheffield film 'The Full Monty' is an international success

2001



- Apple releases first iPod

2004



- Meadowhall becomes the first UK shopping centre with its own on-site recycling facility
- ITV screens 'X Factor'

2006



- Meadowhall's rainwater harvesting tank is installed
- Jarvis Cocker of Sheffield releases his debut album

2008



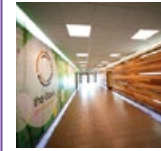
- Meadowhall becomes the first UK shopping centre to offer electric car charging

2009



- First Sheffield Tramlines Festival
- Barack Obama becomes US President

2012



- Meadowhall launches scheme to turn food waste into fertiliser
- Yorkshire's Joe Root makes his England cricket debut
- London hosts the Olympics and Paralympics

2014



- Meadowhall hosts the Tour de France Fan Fest
- Next Home opens alongside Meadowhall
- Meadowhall becomes one of the first UK shopping centres to go 100% LED and introduces South Yorkshire's first rapid charging points
- Yorkshire hosts the start of the Tour de France

1990

1991



- Sheffield Wednesday wins the FA League Cup and Sheffield hosts the World Student Games

1993



- Catherine Zeta Jones launches Meadowhall's new cinema

1996



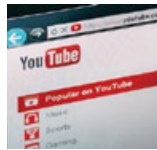
- Meadowhall premieres 'When Saturday Comes'
- Sheffield's Sean Bean stars in 'When Saturday Comes'
- Spice Girls get their first Number 1

2003



- The Source at Meadowhall opens – a training centre for local people, retailers and businesses

2005



- YouTube launches

2007



- Sheffield's Joe Cocker is awarded an OBE
- JK Rowling publishes the final Harry Potter book

2011



- Meadowhall introduces an energy efficiency system
- Prince William and Kate Middleton marry

2013



- Meadowhall hosts Cancer Research UK's Race for Life

2015



- Meadowhall becomes the first UK retail property rated BREEAM Excellence In-Use for building management
- Sheffield's Jessica Ennis-Hill follows her Olympics Gold with World Championship Gold



“

We are delighted to mark Meadowhall's 25 year milestone with the publication of this review exploring our social, economic and environmental contributions to the Sheffield City Region and wider UK, as calculated by professional services firm PwC. We are very proud to have served and supported our local and regional community for a quarter of a century, bringing people together and constantly innovating to ensure the best possible experience for all. Thank you and well done to everyone who has played a part in Meadowhall's success so far – we're really excited about the next 25 years!

”

Darren Pearce

Meadowhall's Centre Director

Meadowhall Shopping Centre in Sheffield is Yorkshire's premier shopping destination and one of only six super-regional shopping centres in the UK. Since opening in 1990 on the site of a former steelworks, the 1.4 million sq ft centre has attracted 560 million visits. It is home to 230 shops, 50 places to eat and drink, and an 11-screen cinema. In addition to its own public transport interchange for bus, train and tram services, the centre offers 12,000 free parking spaces. Next door to Meadowhall is The Source Skills Academy, a training and development centre set up by British Land and Sheffield City Council in 2003. Meadowhall is co-owned by British Land and Norges Bank Investment Management.



When Meadowhall launched, it was symbolic of a new era of shopping and leisure. It gave people the chance to visit shops that had not been present in Sheffield before. It also brought much-needed jobs to the city, rising from the site of the old Hadfield steelworks. As co-owners of Meadowhall, we at British Land are really proud of the role the centre has played in the region's success over the last 25 years. And the good news is that Meadowhall's future is bright, as we have recently launched the centre's biggest ever refurbishment programme. We will continue to work hard to ensure that Meadowhall remains an enduring success, attracting customers to the region.

When Meadowhall opened its doors all those years ago, I was filled with optimism for Sheffield. It was clear from the start that the centre would be a huge success and had the potential to change the lives of many local people for the better. 25 years later, just look at what Meadowhall contributes to our Sheffield City Region – one job in every 100 is supported by the centre, 1p in every £1 can be traced back to Meadowhall, and the team has built a strong reputation for working to make a positive local difference. To see someone jumping for joy on getting their first job, progressing into management or starting an apprenticeship is just wonderful. For some jobseekers, Meadowhall has offered a lifeline and it is inspiring to watch them grow in their careers. The Source has been part of this journey and we look forward to continuing to work with Meadowhall, the retailers, local communities and staff in the shopping centre to make the next 25 years even better.

Ann Cadman

Director of The Source Skills Academy



Charles Maudsley

Head of Retail at British Land



OUR CONTRIBUTIONS – AT A GLANCE

CONTRIBUTING TO THE ECONOMY AND TAXES



1P IN EVERY £1

in the Sheffield City Region can be traced back to Meadowhall's activities.



£4.4 BILLION CONTRIBUTION

to the Sheffield City Region over the past 25 years, gross value added (GVA), with a further £2.9 billion contributed to the wider UK economy.



18% OF ALL BUSINESS RATES

collected in Sheffield City Council come from Meadowhall, worth £176 million over the last five years, with total UK tax contributions of £303 million.

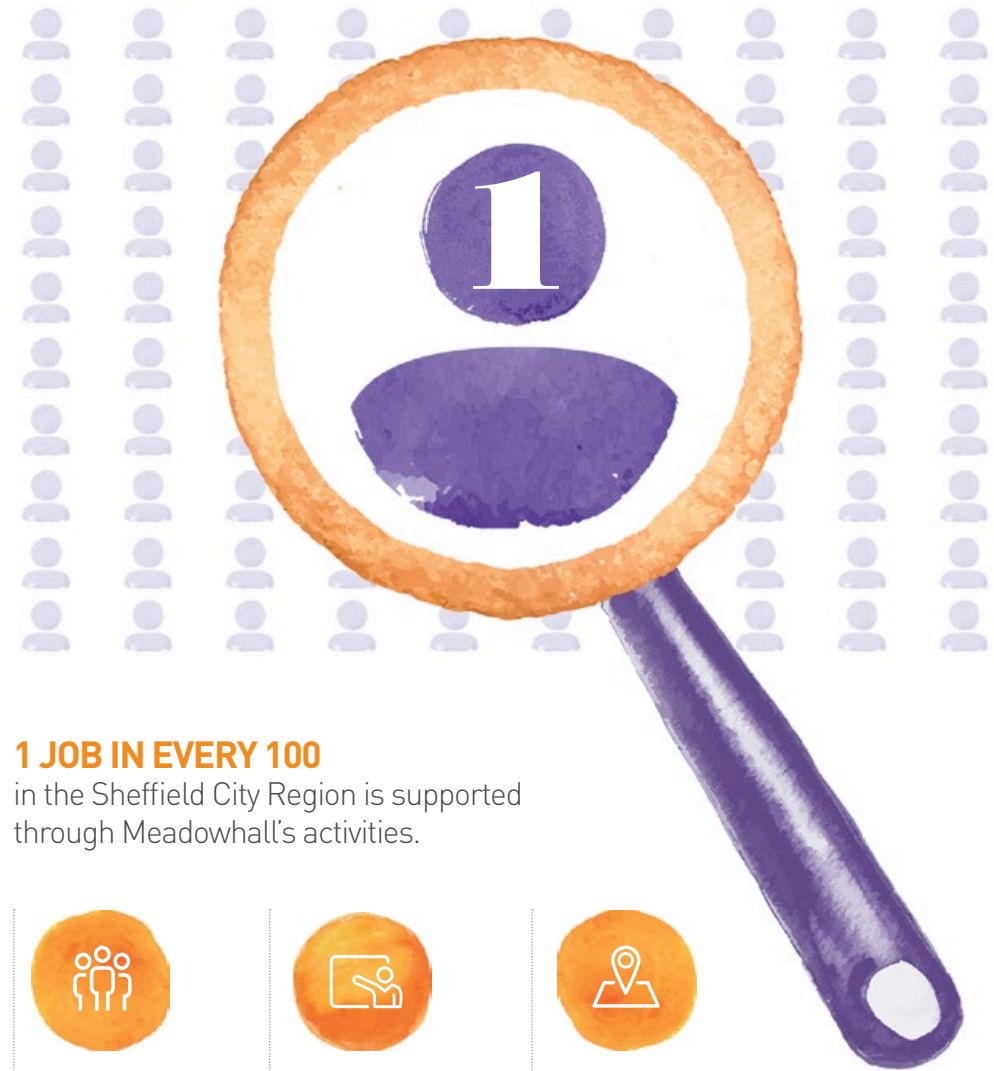


OVER 1/3 OF SPEND AT MEADOWHALL

comes from those who live outside the Sheffield City Region.

OUR CONTRIBUTIONS – AT A GLANCE

SUPPORTING JOBS AND TRAINING



1 JOB IN EVERY 100

in the Sheffield City Region is supported through Meadowhall's activities.



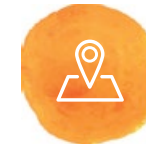
UP TO 8,500 JOBS

in the centre during peak times and additional jobs supported in the supply chain and local communities, supporting 167,000 years of employment over the past 25 years.



660 APPRENTICES

learning while they earn at Meadowhall over the last five years, supported by The Source Skills Academy, a community training centre set up by British Land and Sheffield City Council in 2003.



62% LOCAL JOBS

62% of people who work at Meadowhall live in Sheffield and 94% live in the Sheffield City Region.

OUR CONTRIBUTIONS – AT A GLANCE

CARING FOR OUR LOCAL COMMUNITY



COMMUNITY PROGRAMME

Over the last five years, Meadowhall's £1.8 million community programme has benefited local people, charities and community groups, through cash contributions, time volunteering, in-kind donations and fundraising.

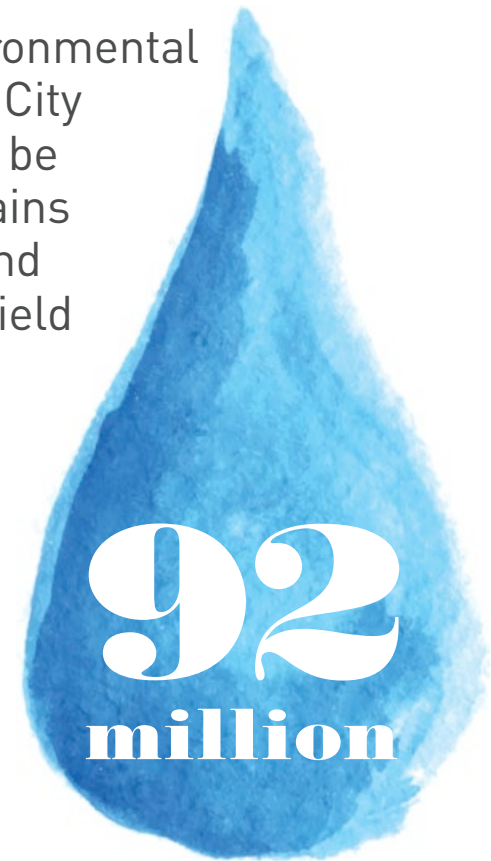
OUR CONTRIBUTIONS – AT A GLANCE

LOOKING AFTER OUR ENVIRONMENT

Meadowhall's total environmental impacts in the Sheffield City Region are estimated to be equivalent to 0.2% of mains water use in Sheffield and Rotherham, 1% of Sheffield City Region carbon emissions, 2% of NO_x emissions and 2% of waste in Sheffield.

92 MILLION LITRES OF NON-MAINS WATER

sourced through our borehole and rainwater harvesting system over the last five years, saving enough of Sheffield's mains water to fill 37 Olympic swimming pools.



£1 MILLION ANNUAL PUBLIC TRANSPORT INVESTMENT

and a range of green travel initiatives.



42% LESS ENERGY USE

in Meadowhall's public areas over the last six years, saving 15,000 tonnes of carbon – as much as annual emissions from 2,300 homes.



17,000 TONNES RECYCLED

over the last ten years, putting materials back into the economy and cutting waste – as much as the weight of 1,200 double decker buses.

Contributing to the economy and taxes



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in the Sheffield City Region
can be traced back to
Meadowhall activities.



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OVER 1/3 OF SPEND AT MEADOWHALL
comes from those who
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City Region.



Since opening in 1990, Meadowhall has been a beacon of regeneration, innovation and success.

UNDERSTANDING OUR CONTRIBUTIONS*

Meadowhall's £4.4 billion contribution to the regional economy over the past 25 years comprises:

- **£3.1 billion** direct, driven by wages paid to the people who work at Meadowhall and by the pre-tax profits generated in the centre.
- **£0.1 billion** indirect, through Meadowhall's regional supply chain activity.
- **£1.2 billion** induced, resulting from the knock-on effect of the 94% of Meadowhall workers who live in the Sheffield City Region and employees in the supply chain spending their wages on goods and services in the area and so boosting the region's economy.

Meadowhall's additional £2.9 billion contribution to the wider UK economy comprises £1.5 billion direct, £0.8 billion indirect and £0.6 billion induced.

Meadowhall's £303 million tax contribution over the last five years comprises:

- **£176 million** property taxes, for Meadowhall this comprises business rates.
- **£81 million** people taxes, e.g. payroll taxes and national insurance contributions.
- **£41 million** production taxes, e.g. VAT and insurance premium tax.
- **£5 million** profit taxes, e.g. corporation tax, tax deducted at source and tax withheld on property income dividends.
- **£0.2 million** planet taxes, e.g. CRC Efficiency Scheme and climate change levy.

In addition, Meadowhall indirectly supports a further £16 million of taxes each year through its supply chain activity.

*For more detail on PwC's methodology, visit www.meadowhall.co.uk/PwC

Looking forward – even greater emphasis on helping local people and businesses grow through British Land's 2020 sustainability strategy.



When awarding contracts, we always give the opportunity to local businesses where we can and we develop good working relationships with our suppliers. Being local, their response times are very quick when any request for support is raised.”

Chris Breeze
IT Manager at Meadowhall

BOOSTING LOCAL BUSINESS

Many of Meadowhall's direct contracts are with Yorkshire firms – helping regional businesses grow, stimulating the area's economy and increasing opportunities for local employment and prosperity.

Meadowhall recently placed over £300,000 of business with Sheffield security firm Initiatec Technology Group, upgrading our CCTV system and securing ongoing maintenance. We are also using Rotherham-based DuoCall Communications for internet and telephone services.

CONSTRUCTING GROWTH

Whenever there is construction activity at Meadowhall, we work with local partners to ensure that as much economic and employment benefit as possible comes to the region.

Our £55 million refurbishment is set to support 740 jobs during construction, comprising 310 direct jobs over three years, 270 jobs in the supply chain and 160 jobs induced by workers' expenditure. We are targeting 20% of site workers from the Sheffield City Region and 15% local procurement, as well as 30 days of training, four apprenticeships, four work placements, four initiatives with local schools and one community day every year.

Supporting jobs and training



1 JOB IN EVERY 100
in the Sheffield City Region is supported through Meadowhall's activities.



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62% LOCAL JOBS
62% of people who work at Meadowhall live in Sheffield and 94% live in the Sheffield City Region.





Meadowhall has brought much-needed employment and training opportunities to Sheffield, rising from the site of the former Hadfield steelworks.

UNDERSTANDING OUR CONTRIBUTIONS*

Meadowhall's employment contributions over the past 25 years, based on full-time equivalents, comprise:

- **113,700 years** of employment directly with Meadowhall retailers and the centre team.
- **15,500 years** of employment indirectly through Meadowhall's supply chain activity.
- **37,800 years** of employment induced as a result of Meadowhall's workers and supply chain employees spending their wages and so supporting further jobs.

Meadowhall's apprenticeship contributions with The Source over the last five years include:

- **550 completed apprenticeships** with retailers, in administration and customer service, hospitality, retail and warehousing, sales and marketing, and team leading and management.
- **50 completed apprenticeships** with the Meadowhall team in property services, business administration, marketing, customer service and more.
- **60 apprenticeships** in progress at Meadowhall.

In addition, many Meadowhall retailers run their own apprenticeship and training programmes, which are not covered in the figures above. The Source has also supported 2,530 apprenticeships outside Meadowhall over the last five years, with 1,860 completed apprenticeships and 670 still in progress, benefiting people and businesses across the Sheffield City Region and the wider UK.

*For more detail on PwC's methodology, visit www.meadowhall.co.uk/PwC



Proud members of the team since 1990

“

Everyone was concerned that Meadowhall, as an out-of-town shopping centre, wasn't going to last but look at it now, it's getting bigger and better every year and I am proud to be a part of that.”

Beverley Stuart
Marks & Spencer

“

I remember being very excited, as I had watched it being built over the months and years from Wincobank. We'd never seen anything like it before and I knew it was going to be something very special from the start. Having worked in childrenswear for a long time, it's lovely to see families grow and to see children we served 25 years ago grow up and bring their own children to the store. Meadowhall is very special to me because I've worked with the people here for a very long time, they're like my family and I've built a loyal relationship with them all.”

Jane Depledge
Marks & Spencer

As Meadowhall launched its 25th birthday celebrations, over 100 people who work at the centre were invited to raise a glass to mark their own 25th career anniversary at the centre.

“

I've been at Meadowhall since the beginning; in fact, since before the beginning! I'd already started working on the construction of Meadowhall in 1989. I was a young lad, single, living at home, going clubbing and getting lifts to work. More than 25 years later, I'm still here – although now married, with my own home, two children and a car.

It's been a fantastic career for me, with Meadowhall funding my education early on and letting me work flexibly while I attended night school. I've progressed through a range of property roles in the centre and now head up the Property Services team. It's exciting to think about what the next 25 years will bring!”



Gary Wright
Head of Property Services

“

I remember it like it was yesterday. The only way to describe it was 'magical'. When 10am came and all the retailers could open their shutters, everyone was so excited; it felt like history in the making – and it was. Then we saw this sea of customers coming towards us, they were just mesmerised by everything. We saw the same people spend hours in the centre and then come back the next day and the next. We had coach trips coming, it was like a day out to the seaside, a real destination.

It felt very special to be part of it and it still does. Meadowhall has never lost its magic for me. I'm a granddad now and we come down with the grandkids. I'm looking forward to the £55 million revamp that's coming to Meadowhall; that's the beauty of Meadowhall, it never stays the same.”



Ken Bird
Burton Menswear Manager

The Source of success

Since British Land and Sheffield City Council funded the creation of The Source at Meadowhall in 2003, this unique training centre has helped thousands of local people improve their skills, supported hundreds of jobseekers into work and benefited thousands of businesses. A 2013 study by PwC revealed that The Source generated a social return on investment of £53.4 million in its first ten years, more than three times greater than the total invested.

John Mothersole, Chief Executive of Sheffield City Council: "British Land and Sheffield City Council decided, many years ago, that the impact of Meadowhall should not just be a place where people shop, but the basis on which we could transform people's lives. The Source shows that when the public and private sector decide that a challenge needs to be sorted then great things can happen. The results have exceeded our expectations and the whole region is seeing the fruits."

Established as a charity, The Source is a National Skills Academy for Retail and the only Centre of Vocational Excellence for Retail in South Yorkshire. Since 2011, the team has also operated satellite centres in Rotherham town centre and Sheffield city centre.

To download **The Source 10 Year Review 2013:**
www.britishland.com/thefsource

AWARD WINNING

The Source team and its learners have won over 50 awards, including a series of National Apprentice of the Year Awards and the Best Window Display Award at the World Retail Congress 2010, having been selected to represent the UK in this international competition. The Source has also been recognised as one of the 20 Best Small Companies to Work For in the UK.



UNDERSTANDING THE SOURCE'S CONTRIBUTIONS*

The Source works with a range of partners to help local people and businesses. Since 2003, this has benefited:

7,460

work-based learners, including apprentices, with 5,290 having completed full qualifications and others progressing through their programmes.

4,780

jobseekers, including long-term unemployed, refugees, homeless, former drug users and ex-offenders, with 1,740 supported directly into employment and others continuing on to further training and education.

1,150

young people not in education, employment or training (NEETs) developing their skills and experience, with 320 progressing directly into employment and others moving on to higher qualifications and other courses.

2,260

schoolchildren and students developing skills in areas such as customer service, employability and money management, with 2,100 already completing qualifications – equivalent to 1,450 GCSE grades A to C.

6,710

businesses, including independent retailers, major retail brands and small local firms, with 700 jobs created or safeguarded through Opportunity Sheffield.

*For more detail on PwC's methodology, visit www.meadowhall.co.uk/PwC



OPENING UP OPPORTUNITIES

Working in partnership with The Source and British Land, Meadowhall supports a range of initiatives to help local people into work, including young people with no work experience, long-term unemployed local residents and those with disabilities or learning difficulties.

THE APPRENTICE – YOU'RE HIRED!

In addition to the many apprentices in Meadowhall's stores, 50 young people have progressed through Meadowhall's own apprenticeship programme, gaining insights into shopping centre life. Many have gone on to gain permanent positions in the centre and beyond.

The Meadowhall apprenticeship programme is funded by Meadowhall retailers, British Land and the British Council of Shopping Centres (BCSC).



SHINING RETAIL STARS OF TOMORROW

Together with The Source, Meadowhall has supported several youth training initiatives. In 2014, one group of young people completed The Prince's Trust's Get into Hospitality programme at Meadowhall, becoming part of our team welcoming over 30,000 visitors to see the Tour de France cyclists go past Meadowhall. Five of the Get into Hospitality students were taken on by Marks & Spencer after their placements.

Meadowhall has also offered many local young people their first experience of the world of work. Nationally, 40% of 16-24 year olds work in retail, reflecting the sector's important role in young people's future careers and employability.



LOCAL JOB FAIRS

We welcomed 1,500 local jobseekers to Meadowhall's 2015 Jobs Fair. Over 40 retailers were there on the day, sharing 2,000 Christmas job opportunities. Members of The Source team were also on hand to support candidates with applications. 700 candidates were invited for interviews and 400 jobs have been filled.

Seasonal jobs not only put money in the pocket, they often lead to new opportunities. Retail offers some great careers and it makes the highest training investment of any sector in the UK, investing an average of £1,275 per person, compared with just £800 in the financial sector and £1,200 in manufacturing.

66

The apprenticeship programme really does change people's lives and you can't put a number on that."

Paula Windle
Internal Services Manager at Meadowhall

Looking forward – even greater emphasis on improving skills and creating apprenticeships and training through British Land's 2020 sustainability strategy.

Caring for our local community



£1.8 MILLION COMMUNITY PROGRAMME

over the last five years through cash contributions, time volunteering, in-kind donations and fundraising – benefiting local people, charities and community groups.



14,900 MILES

cycled, climbed, hiked and kayaked for local charities by Meadowhall staff in four years.



For a quarter of a century, we have been working with local partners to contribute positively to the lives of those who live in our local and regional community.

HAVING A HEART FOR OUR COMMUNITY

To celebrate 25 years of bringing people together, we launched an art project that brought together local charities and organisations. The finished artworks were displayed at Meadowhall before being returned to our partners for them to display or auction for charity.

Our local partners were Darnall Community Forum, Sheffield Children's Hospital, Sheffield City Trust, Sheffield Football Association, Sheffield Star Newspaper, St Luke's Hospice, The Source Skills Academy, Tinsley Forum, Wincobank Community, Ignite Imaginations Sheffield and Marketing Sheffield. The project was delivered in partnership with Wild in Art, a leading arts and education company.

UNDERSTANDING OUR CONTRIBUTIONS*

Meadowhall's £1.8 million community programme over the past five years comprises:

- **£844,000 community investment** through cash, time and in-kind donations.
- **£935,000 fundraising** for good causes.

SUPPORTING LOCAL SCHOOLCHILDREN

Around 580 local schoolchildren have been able to choose free books and take part in fun literacy events at Meadowhall over the last two years, thanks to British Land's partnership with the National Literacy Trust.

66

Thanks to Meadowhall and British Land for hosting such inspiring events."

Lucy Strutt
Concord Junior School



Hundreds of pupils from Tinsley Meadows Primary School recently enjoyed a trip to the seaside and a visit to Scarborough SEA LIFE Sanctuary, accompanied by teachers and Meadowhall volunteers. We were pleased to provide funding and support for the trip as part of our ongoing links with the school, including involvement in reading schemes.

“A trip to the seaside was a rare opportunity for many of our children.”

Emma Huntley
Tinsley Meadows Primary School

LOCAL FOOTBALL TEAMS SCORE WINNING RESULTS

Meadowhall has been sponsoring Sheffield's Meadowhall Sunday League for 23 years, with hundreds of people playing across 33 teams.

We are also proud to support Darnall United, which gives 70 young people from different communities the chance to train and play together. Run by the Darnall and Tinsley Safer Neighbourhood Team, there has been a 50% reduction in anti-social behaviour on Friday evenings when training takes place, contributing to a drop in local crime and youth-related anti-social behaviour.

South Yorkshire Police Inspector, Paul Ferguson: "Darnall United's achievements for the young people and the wider community are significant. Cultural and ethnic barriers are being broken down and friendships made. The added benefits of reduced levels of crime and anti-social behaviour speak for themselves."

STAFF PLEDGES MARK 25 YEARS

Meadowhall staff and managers have already spent 1,900 hours on volunteering projects in the last five years, but in the centre's 25th year they wanted to do something special, so they have made 345 individual pledges to help local charities and communities.

Some staff have pledged to fundraise by taking part in challenges, signing over their lunch money or joining payroll giving for the year. Others are volunteering at a community carnival, in local primary school reading schemes and at litter picking events in our local Wincobank community.

TINSLEY COMMUNITY ALLOTMENT BLOOMS

At Tinsley Community Allotment, local volunteers are developing an area used both for growing organic produce and as an educational resource for children, supported by Meadowhall and British Land funding.

The allotment includes raised beds where volunteers grow vegetables, as well as a pond and a forest garden where children can learn

more about nature. It was set up by the Tinsley Tree Project, which works closely with local schools and nurseries. Our support for the project stems from our local links with the Tinsley Forum.

SINCERE SUPPORT CELEBRATES 21 YEARS AT MEADOWHALL

Meadowhall has been providing space and support to local charity Sincere Support since the charity's launch in 1994, helping the families of sick children in hospital or who have sadly been bereaved. This year, Meadowhall is co-sponsoring the charity's 21st birthday fundraising dinner. Sincere Support operates from premises in the Meadowhall coach park on Alsing Road.

AWARD WINNING

Meadowhall and The Source have won 16 awards for community support from the British Council of Shopping Centres, Business in the Community, the International Council of Shopping Centres and the ICSC Foundation.

ALL FOR A GOOD CAUSE

Each year, Meadowhall chooses a local charity partner, providing support through fundraising, volunteering, promotional opportunities and more. Recent partners include St Luke's Hospice, the Children's Hospital Charity and Helen's Trust for people with terminal illness.

In recent years, fundraising Meadowhall staff and managers have raised £77,000 through team challenges, cycling from Sheffield to Paris for St Luke's Hospice, pedalling coast to coast for the Children's Hospital Charity, and completing the Ullswater Grind and Three Lakes Challenge for Helen's Trust. Plans for 2015 include the Hadrian's Wall Walking Challenge for St Luke's Hospice.

Meadowhall has also been home to a range of fundraising events over the years. Each June, the centre turns pink and welcomes thousands of fundraisers for Cancer Research UK's Race for Life.

We welcome local charities on the mall for fundraising throughout the year and each September we are joined by the British Heart Foundation team for their Bag it Beat it campaign, with shoppers donating hundreds of bags of goods to fund research and support for those with heart disease.

BRINGING PEOPLE TOGETHER FOR 25 YEARS

Meadowhall has always hosted events that bring people together – from family-focused fun with characters such as The Gruffalo, Peppa Pig, SpongeBob, Teletubbies and, of course, Father Christmas, to student lock-ins and ladies' nights enjoyed by thousands of people. One of the longest running events is our regular Tea Dance, which started in the early 1990s and continues to attract up to 100 people each week. To celebrate our 25th birthday, our tea dancers swapped their usual tea and biscuits for cake and champagne at a special event at the centre.

“It's just perfect.”

Malcolm Ashton

One of our Tea Dance regulars



Looking forward – even greater emphasis on local communities through British Land's 2020 sustainability strategy.

Looking after our environment



92 MILLION LITRES OF NON-MAINS WATER

sourced through our borehole and rainwater harvesting system over the last five years, saving enough of Sheffield's mains water to fill 37 Olympic swimming pools.



£1 MILLION ANNUAL PUBLIC TRANSPORT INVESTMENT

and a range of green travel initiatives.



42% LESS ENERGY USE

in Meadowhall's public areas over the last six years, saving 15,000 tonnes of carbon – as much as annual emissions from 2,300 homes.



17,000 TONNES RECYCLED

over the last ten years, putting materials back into the economy and cutting waste – as much as the weight of 1,200 double decker buses.

UNDERSTANDING OUR ENVIRONMENTAL IMPACTS*

We recognise that Meadowhall has environmental impacts, and so we are working to manage these – from cutting energy use, saving water and recycling as much as possible, to making it easier for people to leave their cars at home and supporting local biodiversity.

As part of our efforts to encourage sustainable travel:

£1 million annual public transport investment

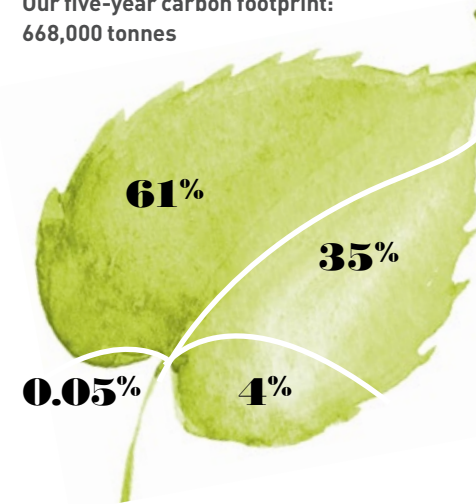
and a range of green travel initiatives. Meadowhall is the UK's only major out-of-town shopping centre with its own train, tram and bus interchange.

To explore the impact on air quality of people travelling to Meadowhall by car, PwC applied Department for Transport emission factors to people's estimated journey distances, looking at NO_x (oxides of nitrogen), PM_{2.5} (particulate matter to 2.5 microns) and PM₁₀ (particulate matter to 10 microns).

Initial estimates indicate that NO_x generated by people travelling to Meadowhall by car, across their entire journeys, is equivalent to 2% of NO_x in Sheffield. Regional comparison data was not available for PM_{2.5} and PM₁₀.



**Our five-year carbon footprint:
668,000 tonnes**



Meadowhall's total carbon footprint is equivalent to 1% of Sheffield City Region emissions. As part of our efforts to cut our carbon footprint:

42% less energy use

in Meadowhall's public areas over the last six years, saving 15,000 tonnes of carbon – as much as annual emissions from 2,300 homes – as well as £2.5 million energy cost savings for retailers.

4% Our influence: energy and water use in public areas

0.05% Our influence: fuel use in our vehicles

35% Retailer control: energy use in stores and restaurants

61% Shopper and retail staff: fuel use visiting Meadowhall

Water use at Meadowhall is equivalent to 0.2% of mains water use in Sheffield and Rotherham. As part of our efforts to cut our mains water use:

92 million litres of non-mains water

sourced through our borehole and rainwater harvesting system over the last five years – enough to fill 37 Olympic swimming pools.

67% Retailer control: mains water in stores and restaurants

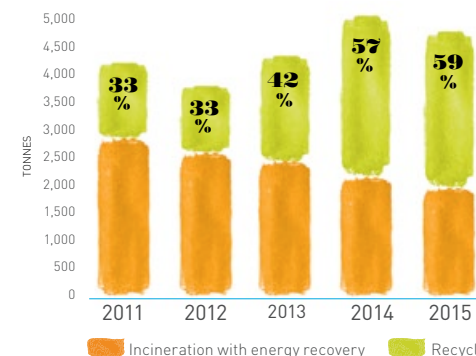
20% Our influence: mains water in public areas

13% Our influence: non-mains water in public areas

**Our five-year water footprint:
709 million litres**



Our five-year waste footprint: 22,000 tonnes



Waste generated by shoppers and retailers at Meadowhall is equivalent to 2% of waste in Sheffield. As part of our efforts to cut waste to landfill:

17,700 tonnes recycled

over the last ten years – as much as the weight of 1,200 double decker buses.

*For more detail on PwC's methodology, visit www.meadowhall.co.uk/PwC



ENCOURAGING GREEN TRAVEL

Alongside our investment in public transport, we have been delivering plans to encourage sustainable travel since 2000. We are currently implementing our third generation Travel Plan, working with local partners such as South Yorkshire Passenger Transport Executive and Barnsley, Doncaster, Rotherham and Sheffield Councils.

Debbie Owen recently joined the Meadowhall team, bringing 30 years' travel planning experience to help deliver on our green travel targets to 2021. These include 68% of all Meadowhall workers using public transport, cycling or walking to work, up from 48%.

Debbie has already secured 760 free travel tickets worth £72,600 for Meadowhall workers, agreed a 50% discount with First Group on annual tickets to March 2016, saving up to £300 per person, and is holding travel surgeries for retailers.

GO ELECTRIC AT MEADOWHALL

Meadowhall was an early supporter of electric vehicles, as the first UK shopping centre to install charging points in 2008, in partnership with Sheffield City Council and the Energy Saving Trust. This was followed in 2014 with the installation of South Yorkshire's first rapid charging points through the Electric Vehicles Inmotion! scheme. Shoppers are welcoming the chance to charge their vehicles to 80% in just 20-30 minutes.



ENERGY EFFICIENCY

Meadowhall became the first UK shopping centre rated BREEAM Excellent In-Use for building management in 2015. We were also one of the first centres to go 100% LED in 2014, installing 15,000 energy efficient lightbulbs and fittings. An advanced energy metering and management system also helps us identify low-cost opportunities to improve efficiency on a daily basis.

NURTURING NATURE

Biodiversity measures at Meadowhall focus on the River Don, which flows alongside the centre and has experienced a remarkable revival over the last 20 years, recovering from issues dating back to the Industrial Revolution.

Since we launched our Biodiversity Action Plan in 2007, updated in 2015, we have worked with local partners on a series of initiatives to enhance biodiversity and give people new opportunities to enjoy nature. Together with the Don Catchment Rivers Trust, we are creating terraced seating areas and fishing platforms using reclaimed materials. This follows the installation of a fish and otter pass at Meadowhall in 2013, with the Environment Agency and Don Catchment Rivers Trust.





RECYCLING IN ACTION

Meadowhall was the first UK shopping centre to establish its own on-site recycling facility. 95% of waste entering the facility is carefully segregated for recycling, including cans, cardboard, glass, paper and plastic. Residual waste is sent for incineration with energy recovery.

Since opening in 2004, the facility has recycled an estimated 11,000 tonnes of waste and saved retailers £1.4 million by cutting disposal costs and generating income on recyclables.

The award-winning facility is run by Meadowhall staff and a fantastic team of people with learning difficulties, supported by Sheffield City Council's Love Street Employment Service.

Other recycling innovations at Meadowhall include a scheme that has turned 1,600 tonnes of food waste into fertiliser and generated 415,600 kWh of bioenergy at ReFood's plant in Doncaster since 2012.

EVERY DROP COUNTS

Initiatives to save mains drinking water include a pioneering borehole that collects water from beneath the earth, and a rainwater harvesting system that collects water from Meadowhall's large roof areas. This water is then filtered and used to flush toilets, water flowerbeds and clean service vehicles. The rainwater harvesting system also slows rainwater run-off, which can help reduce local flood risks – another positive for Meadowhall and the local area.

AWARD WINNING

Meadowhall has been winning recognition for its environmental programme for more than 20 years, most recently the BCSC Gold Sustainability Award 2014 and British Land's Managing Buildings Efficiently Award 2015.

Looking forward – even greater emphasis on emissions, efficiency and ecology through British Land's 2020 sustainability strategy.



Enhancing the shopping experience

Since opening, Meadowhall has constantly evolved to stay ahead of the game, providing a great place for local people to shop, work and spend time – and attracting retailers and shoppers into the region.

560 MILLION SHOPPER VISITS

to Meadowhall over the past 25 years – the region's most popular retail destination, with a £55 million refurbishment underway to further enhance the visitor experience.

72% NET PROMOTER SCORE

versus 60% average for other UK shopping centres, reflecting how likely visitors are to recommend a visit to Meadowhall to a friend.

3,000 TRAINING SESSIONS

completed by the Meadowhall team over the last five years, in customer service, first aid, dementia awareness and more, so our people are well-equipped to welcome and support visitors to the centre.

THE PERFECT SHOPPING MIX

From the very beginning, Meadowhall has given local businesses a special chance to trade alongside major global brands. The centre is currently home to more than 20 independent traders – great for local entrepreneurs and for shoppers seeking unusual gifts. Local favourites at the centre since 1990 include Olivers childrenswear and The Music Box for printed sheet music.

Meadowhall's line-up of brands is constantly being refreshed to satisfy what customers want. More than 70 lettings have been signed in the last three years and over 240 new shop fits have been completed.

25 YEARS OF DELIGHTING SHOPPERS

Local mum of three and grandmother, Sharon Cook: "I had gone along to the opening with my sister and baby girl Lucy. I was so excited, as I had watched it being built over the months. The atmosphere was just electric. It all looked amazing. Everything seemed new and exciting, even the salad bars! After that, Meadowhall became my second home. There never seems to be enough hours in the day to do everything I want at Meadowhall. The shops have obviously changed over the years and now among my favourites are River Island, Zara and Primark. The grandkids also love the Build-A-Bear Workshop."

“Our WorldHost customer service training was great. We all came away remembering how important our daily contribution is.”

Dawn Osborne
Head of Operations at Meadowhall

A GALAXY OF STARS

Prince Charles, Pavarotti, Sir Bob Geldof, Catherine Zeta Jones, Diversity, Pete Postlethwaite, Ruby Wax, Sean Bean and Simon Cowell are amongst the celebrities who have visited Meadowhall over the years – to the delight of thousands of local people and shoppers. The Christmas lights switch-on concert is a highlight, attracting up to 15,000 people each year and raising thousands for local charities.

CUSTOMER SERVICE EXCELLENCE

All 276 members of the Meadowhall team have been trained in WorldHost Principles of Customer Service, the gold standard for customer service, and completed WorldHost Ambassador workshops, focusing on their role as ambassadors for our local area. Meadowhall is proud to be a WorldHost Recognised Destination.



ALWAYS SOMETHING NEW

When Meadowhall opened in 1990, there was no Amazon, eBay, Google, iPhone or YouTube. Roll on 25 years and the landscape is transformed, with the internet and mobile technology allowing shoppers to view, compare and buy across multiple channels. This also means that people expect more when they visit stores – better value, greater convenience and an enhanced experience. All things that Meadowhall has been happy to deliver, constantly changing with the times.

Back in the early 2000s, Meadowhall was winning awards for Best Website. Today it is about so much more than this. Our website is mobile-friendly and we're active on social media. We provide free Wi-Fi throughout the centre, free phone charging points and click and collect services. Through iBeacon technology, we have offered shoppers personalised discounts direct to their smartphones and we are the first UK centre to introduce virtual gift cards, so shoppers can send them direct to their friends' smartphones.

Our retailers are well placed for this omnichannel world thanks to our award-winning Accelerated Response Centre, launched in 2002. This provides retailers with extra storage space in a nearby facility – so they can quickly fulfil online orders and make the most of their space in-store to display items for shoppers, restocking whenever needed. They can also consolidate deliveries, cutting lorry journeys on local roads.

AWARD WINNING

Meadowhall has won 27 awards and merits for marketing, innovation and excellence from the International Council of Shopping Centres (ICSC) and British Council of Shopping Centres (BCSC), as well as five awards for customer service and security, and four safety awards and accreditations.

Looking forward – even greater emphasis on enhancing the visitor experience through British Land's focus on Places People Prefer.



A bright future

There has been ongoing investment in Meadowhall over the years, evolving the centre so that it continues to offer an unrivalled shopping and leisure experience.

In Meadowhall's 25th year, work started on the centre's biggest ever investment, designed to transform the interior and broaden the centre's appeal. The £55 million refurbishment will create distinct districts within the centre, each with a different finish, as well as new wayfinding, more seating and dramatic lighting artwork. Retailers will also be able to introduce double height shop fronts. Due to complete in 2017, most of the works will take place out of hours, so all stores and restaurants will remain open throughout.

“

We are very excited about the future for Meadowhall and the experience this investment will create for our visitors and retailers.”

Claire Barber

Head of Retail Assets (London, South East and Meadowhall) at British Land



FIND OUT MORE OR GET IN TOUCH

We welcome your feedback.

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For PwC's full methodology statement on Meadowhall's social, economic and environmental contributions, visit: www.meadowhall.co.uk/PwC

Design and production: Ledgard Jepson, Barnsley
www.ledgardjepson.com