

Risk	Management Approach	Residual Risk assessment	Positive Places CR Board Responsibility
<p>1</p> <p>Failure to address sustainability within our development programme and deliver successful outcomes leading to potential delay to planning and or development process, reputational damage, financial penalties and/or loss</p>	<p>BREEAM Excellent established as corporate targets</p> <ul style="list-style-type: none"> - Sustainability Design Standard and Implementation Plan used to ensure all new-build, refurbishment and value add projects support progress towards our sustainability targets - Sustainability design workshops are held at the start of new projects to set the sustainability parameters for the project - Sustainability criteria included within Pre Qualification Questionnaires - Environmental and Social targets and reporting included within Employer's Requirements. - Budgeted community engagement plans are produced for each development 	Medium	<p>Director, Retail Development Director, UK Retail Parks</p>
<p>2</p> <p>Non-compliance with UK, Irish, French and EU Environmental regulation and legislation leading to potential financial loss and/or penalties, reputational damage</p>	<ul style="list-style-type: none"> - Routine monitoring of environmental regulation at corporate and asset level - Use of external legal register for regulation and legal alerts - Review of UK, French, Irish and European environmental legislation and regulation carried out in 2017 - On-going cross industry engagement on sustainability policy 	Medium	<p>Group Head of Sustainability</p>
<p>3</p> <p>Rising energy cost including regulatory/fiscal charges leading to potential financial loss</p>	<ul style="list-style-type: none"> - Asset and Corporate targets set to reduce energy consumption - Regular monitoring and reporting of energy consumption - Energy consultant incentivised to identify energy savings across UK portfolio - Engagement with tenants to support energy reduction in tenant controlled space - Review and update of fit out standards to reflect energy efficiency best practice 	Medium	<p>Operations Director</p>
<p>4</p> <p>Poor performance in investor-focused industry benchmarks leading to potential reputational damage</p>	<ul style="list-style-type: none"> - Careful programming of response management - Cross team engagement in responding to questionnaires - Comprehensive data management system in place with data input from all sites - Annual third party assurance of data to support robustness and accuracy 	Medium	<p>Group Head of Sustainability</p>
<p>5</p> <p>Impact of climate change on our portfolios leading to potential financial loss through additional operational and insurance costs, financial and reputation loss through inability of assets to function effectively</p>	<ul style="list-style-type: none"> · Climate risk assessment completed in 2018 · Working with site teams to ensure recommendations are incorporated into maintenance and business plans · Our design standard requires all new developments to be designed to withstand predicted climate change · Assess design team experience in designing for future climates and support where necessary · Update of flood risk and review of potential climate change impacts on the business to be commissioned in 2017 	Medium	<p>Group Head of Sustainability</p>

6	<p>Staff insufficiently equipped with the knowledge and tools to achieve corporate sustainability goals leading to potential Reputational damage through failure to meet targets and/or financial loss through inefficient operation of assets</p>	<ul style="list-style-type: none"> Two--day staff induction course includes sustainability One-hour sustainability specific induction required for all staff ISO 14001 EMS IOSH accredited training held for staff at Hammerson managed shopping centres. Senior Management attending 3 day sustainability training programme Senior management training held on the Grenelle d'Environment in France. IEEMA Skills Matrix used to identify sustainability requirements for different roles Online training programme being established for all staff for 2017 roll out
7	<p>Lack of engagement of JV partners on sustainability matters leading to potential reputational damage through failure to meet targets and/or financial loss through inefficient operation of assets</p>	<p>We work closely with JV partners to develop a clear business case for our sustainability strategy for each asset. Delivery of investor focused sustainability communications and engagement programme</p>

Medium

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