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“Sustainability – From Bandwagon to Salvation”

**Urban Land Institute Conference
Westin Hotel, Paris
February 2010**



Nicholas Ridley British Council of Offices President 2008-2009



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Sustainability is no longer a fad as investors, developers and tenants focus on survival. Cost reduction, economic incentive, social and regulatory pressure mean sustainability is no longer an option.





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Sarah Cary - Sustainable Developments Executive, The British Land Company PLC

- **‘To be good at what I need to do, I need to be able to talk to lots of different people in their own language, from site managers to strategic steering group meetings, and try to influence decisions. You have to have good communication skills and I think that’s something that women tend to excel at.’**





Sarah Cary.....

- Her role is to deliver on corporate environmental and social goals in all development activity; to set the sustainability brief for design teams and deliver through construction.
- Prior to British Land she worked for Turner & Townsend and RPS Planning
- She holds a degree from The University of Texas at Austin (USA) *BA (Hons) Liberal Arts Degree; summa cum laude*
- From University College London, she gained an *MSc in Development and Planning - Building and Urban Design in Development*
- And once again at University College London she is studying for a *PhD in International Planning;*



Alvaro Portela - *CEO, Sonae Sierra*

- **Alvaro has worked in the Sonae Group since 1985, he was previously President of Sonae Distribuição, the retail arm of the Group.**
- **In 1989 he became CEO of Sonae Sierra and his aim was that it should become a leading international shopping and leisure centre owner, developer, and manager.**
- **Sonae Sierra operates in Portugal, Spain, Italy, Germany, Greece, Romania and Brazil and owns 52 shopping and leisure centres with more than 2.0 million m2 of GLA.**





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Alvaro Portela.....

- **In total the Company manages more than 2 million m2 of GLA with around 8.000 tenants.**
- **Past experience includes - Finance Director of Copam and President of Laboratorios Bial.**
- **Álvaro Portela has a degree in Mechanical Engineering (Faculdade de Engenharia da Universidade do Porto), an MBA (Universidade Nova de Lisboa) and an AMP / ISMP (Harvard Business School).**

