

Big Yellow Group PLC

Corporate Social Responsibility Report 2018/19

BUILDING FUTURES



Get some space in your life.™

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Our People

8

Our people are at the heart of Big Yellow's business, bringing our values to life through the service that they provide and through the energy and passion that drives us to become an ever more responsible and sustainable business.

Our Communities

12

Our communities are made up of all the people who work and store in our stores and everyone who lives around us.

Our Customers

16

Our Annual Report is the main platform for providing insights and updates into how Big Yellow meets our customers' needs, such as flexible, short term space when moving house or for home improvements, a permanent base for running a business or extra distribution hubs for our national accounts customers.

Our Suppliers

18

Big Yellow recognises that it can have a significant impact on its suppliers and that its supply base can represent an important aspect to help Big Yellow to deliver against its environmental and social responsibilities.

Our Health & Safety

20

Big Yellow recognises the importance of maintaining high standards of Health & Safety for our customers, staff, contractors and any visitors to our stores.

Our Environment

22

Our CSR Policy sets out the aspects of what we manage. Our CSR Policy Standard provides further information on how we manage the impact of our business on society and the local environment, to control our risks and manage our opportunities in a sustainable manner.



SOCIAL CORPORATE RESPONSIBILITY REPORT

Big Yellow Group PLC ('Big Yellow') is committed to responsible and sustainable business practices; the Board recognises that corporate social responsibility ("CSR"), when linked to clear commercial objectives, will create a more sustainable business and increase shareholder and customer value in both the medium and long term. People, Planet and Profit need to be aligned to make a sustainable business.

1. Introduction

Committed to being a responsible business

Big Yellow Group PLC ('Big Yellow') is committed to responsible and sustainable business practices; the Board recognises that corporate social responsibility ("CSR"), when linked to clear commercial objectives, will create a more sustainable business and increase shareholder and customer value in both the medium and long term. People, Planet and Profit need to be aligned to make a sustainable business.

Big Yellow seeks to meet the demand for self storage from businesses and private individuals by providing the storage space for their commercial and / or domestic needs, whilst aiding local employment and contributing to the local community.

Our CSR Policy covers all of Big Yellow operations, as both an operator and a developer of self-storage facilities. We recognise that our operations can have significant economic, environmental and social impacts. We are committed to assessing our CSR risks and opportunities, and thereafter taking appropriate

steps to mitigate negative impacts – and where possible enhance positive impacts – for the benefit of our business, our stakeholders and our local environment. The Board regularly receives bi-monthly updates on sustainability topics both from the CSR Forum and the Head of CSR directly.

The result of operating responsibly is the social value that we create.



Please read all about our business model in our Annual Report 2018/19.



2. CSR Executive Summary

Our refreshed strategy has delivered tangible results

In 2017, we set out our new sustainability strategy, which looked to further address our internal and external stakeholders' needs and concerns.

We set ourselves initial targets and goals and it is very pleasing to see that with many we have made significant progress during 2018/19. In this CSR Report, we are providing you with a full update on all our commitments. We have also set out further objectives, ensuring we evolve our sustainability policy and build capacity in order for our business to adapt in a changing world – be that climate change, evolving regulation or stakeholder expectations.

The Board has tasked our CSR Forum, consisting of our senior Operations, Facilities, Construction and CSR managers, with assessing our business against the Task Force on Climate-related Financial Disclosures ('TCFD') recommendations and to report these findings back to the Board during 2019/20. We believe our business is relatively resilient to transition risks; assessing and mitigating physical risks has been an integral part of our operations for many years and we are justifiably proud of the long-term investment decisions we have made in our stores, which means our estate is efficient and resilient.

Our considerable efforts have been recognised and rewarded externally: we are delighted to announce that we were named in the Sunday Times 100 Best Companies to Work For Awards in 2019. In the 'Giving Something Back' area we achieved a score of 17th position. As the Chair of the Board of Trustees for the Big Yellow Foundation, our main vehicle for enabling 'Giving Something Back', this is particularly gratifying and shows our employees' engagement with our approach so far.

We have also been working on increased transparency and I am very pleased to note that we have achieved our first ever EPRA sustainability best practice recommendations ('EPRA sBPR') bronze award. With the redesign of our Sustainability website we are better placed than ever to share our commitments and achievements and I look forward to sharing more with you all in the coming months and years.

J Gibson

Chief Executive Officer

2.1 HIGHLIGHTS FOR THE YEAR

The strategic changes we made last year have started to bed-in and have developed and evolved further in 2019.

- ✦ This year has been about increasing transparency and stepping up our commitments - and we have been recognized for our efforts, both by our increased performance by the FTSE4Good ratings and our first ever EPRA sBPR bronze award.
 - ✦ We achieved a position in the Sunday Times 100 Best Companies to Work for Awards 2019 - In the 'Giving Something Back' engagement factor we achieved 17th position.
 - ✦ All of our social media channels, aimed at both customers and employees, now include relevant sustainability content: from sharing achievements against our removal of single-use plastics to celebrating the installation of a solar PV system at one of our stores.
 - ✦ Both our Move in and Move out customer satisfaction surveys include a question on our social performance by asking if our team member mentioned / explained the Big Yellow Foundation to each customer.
 - ✦ Our corporate website has undergone a major refresh this year, which gave us the opportunity to restructure and refresh our Sustainability website too.
 - ✦ We invested in relevant, engaging communication to promote our culture and values to our employees through a new internal magazine called 'The Bigger Space' where we celebrate, explain, and provoke thoughts on all things Sustainability, CSR and The Big Yellow Foundation.
 - ✦ We have met both our Foundation income and grant making expectations, with the Foundation having received an income of £160,000 to March 2019 and having paid out grants of £102,000 in the same time period. We have published our first Trustee Report and Annual Report for the Big Yellow Foundation (for the year ending 31 March 2018).
 - ✦ We have increased transparency by launching our new Sustainable Construction Policy and refreshed our Human Rights & Anti-Slavery Policy.
 - ✦ We have delivered consistent progress against our environmental commitments - most pleasingly we have delivered a reduction of 1,500kg of single-use plastic already.
- We have made a number of notable reporting and process changes (scope changes, reporting changes, process and policy changes). For ease of reference, we have tabled them in [Appendix 2](#).

2. CSR Executive Summary (continued)

A strategy that reflects our core values

2.2 OUR VISION AND VALUES AT A GLANCE

OUR PURPOSE

We're here to lighten the load for our customers who are going through stressful life changes.

In times of stress and chaos, we're here to help clear homes and heads. Whilst others think about storage and space, we think about people and their possessions.

It's the reason we exist and the difference we make for our customers every day.

OUR VISION

Our ambition is to be truly people focussed: employees, customers and communities.

Over the last few years, as Big Yellow has evolved as a business, so have our core values around environmental responsibility, sustainable business practices and the support we provide for our local communities.

These values have always been important to the business, however they are now fast becoming a central part of Big Yellow's DNA.

OUR VALUES

Leading by example

We are the leaders in the UK self storage industry with the strongest brand and the best people.

Customer focussed

We put the customer at the heart of our business.

A culture based on personality

We think brilliant customer service starts with a warm and friendly personality, which is what we look for when recruiting.

A sustainable focus

We recognise the most important space is the environment that surrounds us and are committed to operating sustainably.

Investing in community

Helping support the communities and charities in the areas we operate in and through the Big Yellow Foundation.

We promise to help customers get some space in their lives

2. CSR Executive Summary (continued)

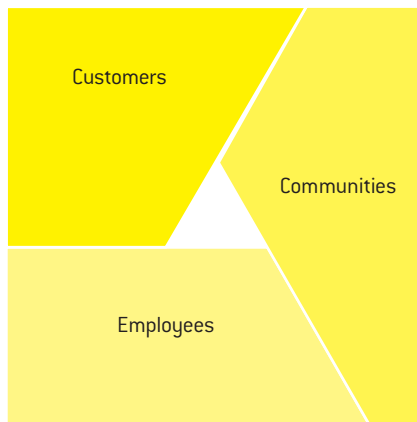
We have identified what matters most

2.3 OUR SUSTAINABILITY STRATEGY

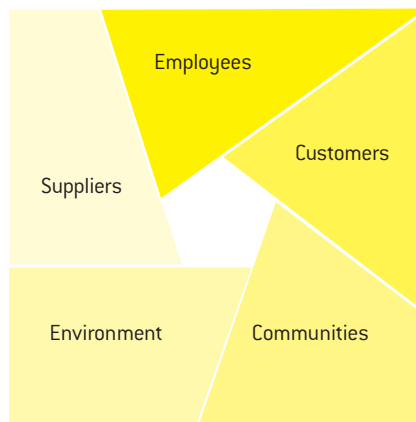
Aligned to the corporate strategy, our sustainability strategy is built around three core promises:

- ‘provide the place and space to make lives easier’;
- ‘treat everyone fairly and respectfully, as a partner’; and
- ‘plan and act for a sustainable future’.

PROVIDE THE PLACE AND SPACE TO MAKE LIVES EASIER



TREAT EVERYONE FAIRLY AND RESPECTFULLY



PLAN AND ACT FOR A SUSTAINABLE FUTURE



Specific commitments to meet the needs of our five key stakeholder groups (our customers, employees, communities, suppliers and the environment) are set out in our strategy pages on our Sustainability website [here](#).

We identify what matters most by consulting with experts and peers across the sustainability field, engaging with stakeholders, monitoring external trends, assessing risks, benchmarking performance and working with people across our business as well as our partners' businesses such as suppliers and charity partners.



2. CSR Executive Summary (continued)

2.4 SUSTAINABILITY PERFORMANCE OVERVIEW

Aligned to our 3 strategic themes, here is our update on progress for the year.

PROVIDE THE PLACE AND SPACE TO MAKE LIVES EASIER

Target / Commitment	By end of financial year	Progress to date
To raise £150,000 Customer donations, Employee fundraising contributions and Big Yellow matched amounts by 31 March 2019	2019	Achieved – raised £160,000 Target will remain
Grants allocated to Big Yellow Foundation Charity partners : 75% of income allocated to charity partners	2019	85% achieved (includes reserves) 64% excluding reserves
100% of stores with volunteering opportunities	2022	Mainly in place for London stores at present – work in progress
10 % of volunteering days taken up	2019	Achieved 6.4% Target will remain, but approach will change
Four individuals on work placement contract provided and supported by a BYF charity partner by 2022	2022	On track
Number of individuals offered a permanent position from the above cohort – 100% of yearly cohort by 2022	2022	On track
Maintain Customer Engagement as measured by engagement with the Big Yellow Foundation: Monitor move in move out donations – aim for maintaining 2017/18 performance	2019	Achieved – Monitored and included in Director Store Visit Discussions
Business Customers & National Accounts: Assess needs & define engagement approach	2019	Not achieved, but commitment remains, due date to be extended to 2020

PLAN AND ACT FOR A SUSTAINABLE FUTURE

Target / Commitment	By end of financial year	Progress to date
Scope 1 & 2 Emissions reduction of 34% by 2020 (from 2011 baseline year)	2020	Currently at 59.7% reduction
Scope 1 & 2 Emissions reduction of 80% by 2050 (from 2011 baseline year)	2050	Currently at 59.7% reduction
New Energy Intensity target	2019	We have set an internal energy intensity target for 2018/19 and will look to publish this in 2019/2020
Achieve 10 kg CO ₂ e per m ² occupied	2020	Achieved 8.01 – we have beaten our target and will review further during 2019/2020
Contractors signing up to CCS scheme with a target score of 35 points for both fit out and shell	Annual	36 points achieved (for Manchester store, opened May 2019)
Increase total Solar PV generation capacity by at least 10% for each new store built	Annual	50 kWh system installed in Wandsworth. Also retrofit in Bristol Ashton Gate and Bristol Central
Remove 1,600 kg single use plastics	2022	On track, removed 1,500kgs to date
Educate and engage store teams to improve recycling performance – send zero waste to landfill	2025	On track New recycling bins and instructions delivered
Review in-store water consumption against self storage benchmark	2019	Completed – we achieved a lower consumption than the 'good' standard set by the Better Building Partnership
100 % CLA (Current Lettable Area) covered by Green aspects (%)	2025	On track – 87.15%
90% of our certified stores achieve an EPC performance of C or above	2025	Achieved – 98% Out of 75 stores, 65 have an EPC, all but one are A, B or C
New-built stores pre-construction BREEAM standards 'Very Good' or above	Annual	Met

2. CSR Executive Summary (continued)

2.4 SUSTAINABILITY PERFORMANCE OVERVIEW (continued)

TREAT EVERYONE FAIRLY AND RESPECTFULLY, AS A PARTNER

Target / Commitment	By end of financial year	Progress to date
Report on 'prompt payment' statistics: % of invoices received & paid within 30 days Actual paid statistics	2019	67% within 30 days 32% between 30 and 60 days
We continue to submit to all relevant Benchmarks, namely GRESB, CDP and FTSE ESG	Annual	Achieved Performance ratings are published in this report and partially on our Sustainability website
We will continue to reference and meet our most relevant standard: EPRA We will provide a GRI table and work on reporting all relevant indicators by 2022	Annual	Achieved We have received our first ever EPRA Sustainability Best Practices Recommendations (sBPR) award (Bronze)
Conduct a review of current supply chain practices and gather meaningful data to conduct a risk profile	2019	Supplier Risk matrix produced Individual suppliers to be engaged 2019/2020
It is our aim to keep everyone safe when visiting or working at our stores Any accident or incident is investigated and – where within our control – efforts are made to learn from the incident so that there are no repeats	Annual	No fatalities – accident statistics are published in the H&S section of this report

2.5 OUR STAKEHOLDERS

We identify five key stakeholder groups: employees, customers, communities, suppliers and the environment.

We consider them key as we interact with each other numerous times throughout our days, so we want these interactions to be positive. We do that by making sure we understand what matters to them so we can meet their needs. This is important to us, so we have mechanisms in place to allow us to gather their thoughts, for example through our employee and customer surveys.

We are also giving significant considerations to three other stakeholder groups, namely our investor community, local government including local planning; and national / international bodies. Interactions are focussed around specific events that may happen less frequently, such as the engagement we seek with local planners as we go through our store expansion programme.



You can find out more about each of our stakeholders in our online strategy section here and we publish our engagement approach here.

2.6 MATERIALITY

BACKGROUND

As a developer and operator of self storage facilities since 1999, the fundamental nature of our business has not changed materially over time; but since we started in 1999 we have experienced busier and quieter periods of store development and recently we have been in a sustained period of acquisition and expansion, which makes it necessary and right to deliver strong, environmental stewardship.

During this time, the focus of a sustainability strategy was to assess and minimise the impact our operations have on the environment and other stakeholder groups. Our CSR Reports up until 2017 reflected this and we continue to be committed to minimising our impacts.

The world around us has changed – climate change is a new reality that we are having to deal with. Understanding how a changing environment impacts on

our business – as set out by the recommendations for the Task Force on Climate-related Financial Disclosures (TCFD) for example – has introduced other approaches to setting long-term, impactful strategy. Extreme weather events and 'Once in a Lifetime' natural disasters are happening with greater frequency and severity. Awareness of specific topics, such as single-use plastic, have risen quickly to the top of most of companies' agendas, including ours.

How do we define what matters?

We define what matters by looking firstly at the magnitude of the impact we have as a business on social and environmental aspects; and secondly by looking at the magnitude climate change related aspects have on our business.

The first priority has remained unchanged over the many years we have been doing business. The materiality assessment we last conducted in 2007, as a consequence, has needed little formal review; instead we have been gathering stakeholder feedback, both formally and informally, and incorporating changing needs as we grew. Over the last 10 years or so we have seen a rise in public consciousness of single-use plastic and climate change (and resulting regulation and taxes), the move of certain technologies into mainstream (for example Solar PV) and we have noted with concern the increasing numbers of individuals who lack opportunities to access work, such as ex-offenders, refugees, veterans and individuals with disabilities.

We understand that it is good practice to conduct a refreshed materiality assessment every few years, to ensure stakeholder expectations are being met. However, the current urgency of addressing climate change and ensuring society is resilient enough to deal with its impacts means it is time to take focussed action on what we know needs to be done.

We commit to undertake continuous reviews of our business and will trigger a more formal materiality assessment in the event of material changes to our business and / or a material change in external aspects affecting our business. We monitor external aspects by working with 3rd parties, but also by reviewing feedback from surveys, our own ESG education, and insights generated from our Social Media platforms.

3. Our People

3.1 INTRODUCTION

Our people are at the heart of Big Yellow's business, bringing our values to life through the service that they provide and through the energy and passion that drives us to become an ever more responsible and sustainable business.

We recognise that recruiting, retaining and motivating individuals with talent and integrity, and ensuring that we listen to our people and maximise their skills and performance, is key to the continued success of our Company.

We encourage a culture of partnership within the business and believe in staff participating in corporate performance through benefits such as customer feedback rewards, bonus schemes and share incentives. We recognise and reward the exceptional performance, achievements and ideas of our people through a Recognition Points Scheme and allocated points worth over £47,000 for the year ended 31 March 2019.

This year, in conjunction with Marketing, we have significantly increased our employee brand presence across social media platforms, namely LinkedIn and Facebook.

3.2 PEOPLE HIGHLIGHTS

- We achieved a position in the Sunday Times 100 Best Companies to Work for Awards 2019.
- We internally promoted 25 existing Store team members into a more senior role
- We successfully implemented our new recruitment system (eARCU) in Autumn 2018. This is now used by all hiring managers for raising a vacancy and managing the recruitment and hiring process – we expect this to help optimise the average time taken from placing a vacancy to the point of making an offer.
- We created our innovative employer advertisement 'A career as individual as you are': this video clip showcases our culture and benefits through a series engaging 'quick questions' featuring our employees.
- Having committed to improving the representation of women within management positions, we have great pleasure in reporting that we are seeing some positive outcomes:
 - Two of our (store) development programmes (Inspire and Evolve) saw significant increases in female participants: Inspire had 85% female participation (up from 25% during 2017/18) and Evolve had 60% female participation (up from 43% in 2017/18).
 - In addition, our proportion of female Store Managers has increased from 25% in 2018 to 29% this year.
- Delivered a total of 1,806 training days.
- Reviewed the careers pages on our website and this, together with our social media and job board presence, aims to reduce our recruitment costs by encouraging more direct approaches to us.
- Continue to promote employee wellbeing through a range of flexible working options and provide the comprehensive support and advice through our private healthcare scheme and occupational health providers.
- Communication and Engagement programmes have evolved further with the publication of a new internal magazine 'The Bigger Space' alongside our 'traditional' approach with meetings, weekly updates, our fun 'Yello' blogs and our annual Spring Conference.

Best Companies

**Achieved a position
in the Sunday Times
100 Best Companies
to Work For 2019.**



1,806

Training days delivered.

16%

increase in female store managers.

3. Our People (continued)

3.3 KPI's

EPRA SOCIAL INDICATORS

Diversity – Emp¹

Measurement unit			2016/17	2017/18	2018/19
% of female employees	Diversity Employees	Board of Directors members	11%	20%	20%
		Executive Management	0%	0%	0%
		Managers	45%	50%	50%
		All employees	41%	43%	45%

Diversity – Pay

Measurement unit			2016/17	2017/18	2018/19
Ratio (Women/Men)	Gender pay ratio	Board of Directors members ²	N/A	N/A	N/A
		Executive Management	N/A	N/A	N/A
		Managers	N/D	N/D	N/D
		All employees	0.26	12% ³	Tbc

Employees – Training

Measurement unit			2016/17	2017/18	2018/19
Average hours	Employee training and development	Women – hours	N/D	24.6	32.6
		Men – hours	N/D	27.8	33.2
		All employees – days	1,267	1330	1,806
	Total employee number	Total	N/D	380	394 ⁴

Employees – Dev

Measurement unit			2016/17	2017/18	2018/19
		All employees	N/D	N/D	54.6%

Please note, we can not currently split data by gender.

Employees – Turnover

Measurement unit			2016/17	2017/18	2018/19
Total number and rate	New hires	Total number new employees	N/D	80	100
		Proportion new employees	N/D	21%	25%
	Departures and turnover	Total number of departed employees	N/D	111	120
		Proportion of departed employees	N/D	29%	30%
	Total employee number	Total	N/D	380	394

¹ As set out in our Corporate Governance section in our Annual Report.

² Where we state n/a this is due to the fact that all of our female board members are non-execs.

³ Our mean gender pay gap excluding executive management – see our Gender Pay Gap Report. The data point for the Gender Pay Gap Report was 05.04.2017, which is why it appears during 2017/18.

⁴ Please note, FTE number is 347.3, the numbers here are individuals, rather than FTEs.

3. Our People (continued)

3.4 TARGETS

We have set internal targets on:

- Reducing staff turnover for customer facing roles;
- Optimising the average time taken from placing a vacancy to the point of making an offer;
- Ensuring our website and social media platforms fully showcase our credentials as an excellent employer, reducing our reliance on recruitment agencies; and
- Continuing to recruit and promote employees internally: the number of people as a percentage of current store headcount (for Assistant Store Manager and above) who have been promoted into their existing positions is currently 54.6% (55.3% in March 2018).

In addition to the EPRA social indicators, we also provide updates to the Board on Apprenticeships, Store Development Programmes, Operational and Development Training and Induction Programmes.

3.5 NEXT STEPS

- During 2018/19 we have been developing our Workforce Engagement Policy, which sets out our approach to workforce engagement in line with the UK Corporate Governance Code (effective from 1 April 2019). We intend to appoint a designated Non-Executive Director from the Big Yellow Board to lead on engagement activities, such as workforce engagement group discussions, employee project groups, store tours, etc and report back to the board.
- With the launch of our new corporate website, we intend to continue building our employer brand and profile by promoting our inclusion in The Sunday Times 100 Best Companies to Work For 2019, which should help to highlight Big Yellow as an employer of choice.
- Adding a recruitment video to our careers website to feature our employees and assist potential applicants to better understand working for Big Yellow, including our job roles and our culture / the working environment.
- Further developing the benefits and culture pages of our website to ensure that they appeal to and encourage applications from as diverse a pool of candidates as possible.
- We will be launching an employee engagement survey during May 2019; the last internal survey was conducted in 2016 and identified several opportunities to enhance our employees' wellbeing, such as updating our business wear for the store teams; and we introduced further development programmes such as the 'Strive for Success Programme'.
- We have included training material on our Big Yellow Foundation within our employee induction programme, which is due to be rolled out to all new employees from May 2019.

3.6 MORE INFORMATION

Wellbeing and Support: We aim to promote employee wellbeing through a range of flexible working options, which include flexitime and sabbaticals. We provide Childcare Vouchers along with a comprehensive range of medical support and advice through our private healthcare scheme and occupational health providers. We have arranged corporate gym membership on a national basis, as well as a "Cycle to Work" scheme and Employee Assistance Programmes.

Communication and Engagement: We continue to recognise the importance of communication and consultation with an annual Spring Conference, regular formal and informal meetings, quarterly newsletters, weekly operational updates and our more informal and fun 'Yello' blog. Yello allows everyone to post something – from pictures of snow at stores to the latest updates on how to spot signs of Modern Slavery. Our employees enjoy the social media look and feel and make active use of it. Posting and liking other peoples' posts, it has become a much used communication and engagement tool; the CSR blog has also been absorbed into Yello.

In addition, the Directors and Senior Management spend a significant amount of time in the stores and are always accessible to employees, at all levels.

We regularly schedule workplace surveys, such as internal employee surveys or external Benchmarks.

Charitable activities: In addition to the charitable work we do via our Big Yellow Foundation, we have continued to make one off donations to causes of personal importance to our employees. We have for example donated moneys to the Jodie Chesney Funeral Fund, Breast Cancer, Cancer Research, S.M.I.L.E London and Essex and Macmillan. In total, we made donations of £3,675 outside of our financial contributions of £102,000 to the Big Yellow Foundation.

Training and Development: We continue to promote the development of our staff through ongoing training and regular performance appraisals. For the year ended 31 March 2019 a total of 1,806 days training were provided across the Company, comprising of both sales and operational training, and personal and management development.

We have continued to develop our internal training resources, including e-learning on a range of topics such as information security and health and safety, a development resource library, 19 operational and sales-based workshops and ten centrally run courses covering induction, management training and personal development. A new induction pack has been produced to introduce new employees to the Big Yellow Foundation, which will be uploaded onto our new resources library in the coming month.

3. Our People (continued)

3.6 MORE INFORMATION (continued)

During the year, 12 team members completed our personal development programme designed specifically for Sales Advisors, with five of those people having subsequently been promoted to the position of Assistant Store Manager. Six Sales Advisors are currently participating in the new programme, to prepare them for their future progression within the Company, as opportunities arise.

Similarly, 14 team members completed our personal development programme designed specifically for Assistant Store Managers, with four of those team members having subsequently been promoted to the position of Store Manager. Ten Assistant Store Managers are currently participating in the new programme.

In addition to the above, we have also had 13 Store Managers participating on a two-year development programme, all of which has resulted in 54.6% of our store-based staff having been promoted to their current position from a more junior position.

Sunday Times Best 100 Companies to Work For: The Sunday Times Best 100 Companies to Work For issues questionnaires on a wide range of topics to our employees directly. Although we provide additional information, our inclusion and rating is solely based on our employees responses. This is what makes it valuable to us.

We use our internal engagement surveys to assess employee views on company specific aspects such as our benefits, culture and working environment for example and to highlight those areas where we need to focus our attention and make any further improvements.

Doing our bit to take care of the environment: with the introduction of our new uniforms for our store teams, we wanted to make sure that our old uniforms did not end up in landfill. In July 2018 we engaged Collecteco to ensure the items were put to good, alternative use instead.

The garments were de-badged and are currently waiting for a suitable community project, so they are reused or upcycled, adding value back into the community. We will update in future reports. In total, we have prevented 1,581 shirts, 253 fleeces, 136 body warmers and 30 polo shirts from going into landfill.

3.7 GRI SOCIAL INDICATORS

In general, GRI tables were published during 2017/18 and are being reviewed and updated every two years. However, our people data has been updated and published in Appendix 1.



4. Our Communities

4.1 INTRODUCTION

Our communities are made up of all the people who work and store in our stores, and everyone who lives around us.

From our construction activities to the day-to-day running of our stores, our aim is to positively contribute to the local economy and enhance the lives of our communities.

We do that in two main ways:

- Firstly our direct community investment and engagement programme; and
- Secondly our Big Yellow Foundation.

The community investment and engagement programme consists of the discounted and free space we provide at each store to charities, the fundraising our employees do and payment to local social enterprises⁵.

The Big Yellow Foundation is a registered charity (charity number 1171232). It has been set up by Big Yellow and is registered as a Charitable Incorporated Organisation ('CIO').

2018/19 was the first full year for our Big Yellow Foundation and we have remained committed to our six charity partners: Bounce Back, Breaking Barriers, the Back Up Trust, the Down Syndrome Association, Hire a Hero and St Giles Trust.



You can find out more about all of our partners and the Big Yellow Foundation on our website <https://www.bigyellow.co.uk/foundation/>.

4.2 CHARITABLE HIGHLIGHTS

- Donated £601,882 amount of free space to 170 different organisations;
- Raised £158,000 for the Big Yellow Foundation and distributed £102,000 to our 6 charity partners;
- Introduced Big Yellow Foundation questions as part of our WOW Customer Experience Surveys: 61% of customers recall being asked about our Foundation when they moved in, 54% recall being asked at move out;
- Fundraised for the Big Yellow Foundation at Construction's annual supplier event, raising over £4,000;
- Supported the Trussell Trust with free emergency storage space to help them deal with their highly successful Christmas appeal with Tesco;
- Continued to develop work placement and volunteering opportunities;
- Produced our first Annual Report for the Big Yellow Foundation (for FY 2017/18);
- Implemented reviews of Foundation 'performance' during our Director's Store Tours, embedding the Big Yellow Foundation into our DNA;
- Developed induction material for the Big Yellow Foundation (for roll out from May 2019); and
- Published our 1st input impact assessment internally.

⁵ We may not have social enterprise activities every year, it depends on where and when construction activities take place.

Fundraising

For 2019/2020 we aim to maintain our fundraising target of raising

£150,000

for the Big Yellow Foundation.



**HELPING
VULNERABLE
PEOPLE
LEAD
BRIGHTER
LIVES**



£102,000

Paid in grants to our six selected charity partners.

£602,000

worth of free space donated to
170 different organisations.

4. Our Communities (continued)

4.3 KPI's

EPRA: percentage of assets who are actively taking part in The Big Yellow Foundation⁶

			2016/17	2017/18	2018/19	% change
Comty-Eng	Percentage of assets	Community engagement, impact assessments and development programs	0.27%	100%	100%	0%

Community investment

Free Space donated for community or charity use (£)	£601,882
Payments to Social Enterprise organisations (£)	£0
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)	£10,229.68
Other funds raised	£4,061.12
Total Community Investment	£616,172.80

Notes:

- Definition of free space: space that cost the charitable organization 1% or less of the space's market value.
- There were no payments to social enterprise organisations during the year.
- Employee fundraising & Big Yellow matched funds: amounts included here represent all the fundraising activities and the matched amounts during 2018/19.
- 'Other' during 2018/2019: Funds raised during our Constructions Supplier day.

Community Engagement: we monitor the level of engagement by our store teams with customers who either move in or move out of our stores and who are invited to make a donation to the Foundation. We look at how often customers are happy to donate money. This is an internal KPI and target.

EMPLOYEE VOLUNTEERING

Big Yellow Foundation Volunteering Opportunities

	2018	2019	2020	2021	Target to 2022
% of stores with Volunteering opportunities	No data available yet	53% ⁷			100%
% of volunteering days executed	No data available yet	6.4%			10%

We recognise the importance of contributing to the local community and we encourage our people to develop close links with charities, schools and other institutions, both locally and nationally, to help to build more economically sustainable environments.

Planning: Community engagement happens even before a store is open: our Property team engages with all relevant local Planning stakeholders, such as the community where a new store is to be built. This is often part of a formalised process, which includes local Planning authorities.

Big Yellow Foundation: we monitor the level of engagement by our store teams with customers who either move in or move out of our stores and who are invited to make a donation to the Foundation. We look at how often customers are happy to donate money.

Responding to Community needs: sometimes a community at crisis reaches out for our help and where we can, we will work with community leaders and officials to do our bit.

- Over the last two years, our North Kensington store have been supporting a large number of individuals made homeless by the Grenfell disaster; we're now seeing more and more of them rehomed;
- We have supported the Trussell Trusts with free storage after the extraordinary success of their social media campaign #foodbanknomination in conjunction with Tesco, which has resulted in a surge of items being donated.
- For the year ended 31 March 2019, we recognised and supported a number of local charities, in addition to our six Big Yellow Foundation charities, which were selected by our store and head office teams. Our people undertook a variety of activities with donations also being made by the Company (see Community Investment).
- Chester Toy Appeal: raised an amazing £10,000 worth of new toys and gifts, which were then distributed to local children and family charities in time for Christmas.

⁶ As measured by our monthly move in- move out donation average conversion rates. As of end of March 2019, the lowest 'conversion rate' for store was 3.5%, the highest over 50%.

⁷ 45 London stores for most opportunities plus Leeds, Sheffield, Hull, stores for limited St Giles Trust opportunities.

4. Our Communities (continued)

4.3 KPI's (continued)

- Other charity partnerships within Sports, Youth & Arts, namely:
 - Southwark Tigers and their Inner City Rugby Programme, Southwark Tigers RFC was founded as the first inner city junior rugby club in England. A registered charity [1107439], our aim is to promote the sport, to inspire and develop our young people, and importantly to ensure that rugby is both affordable and accessible to all.
 - Dorothy Springer School
Dorothy Stringer School is a mainstream, state funded senior school for boys & girls in Brighton, East Sussex, England
 - The London Children's Ballet.
London Children's Ballet is a performance company that inspires the pursuit of excellence and changes lives through dance. A leader in creating original narrative work and introducing new audiences to ballet, the LCB creates a new West End ballet each year performed by talented dancers aged 9-16. Our outreach work takes ballet into schools, care homes and special needs centres in and around London.

We have also sponsored three non-charities:

- Cambridge University Rugby Football Club
- Tringe Comedy Festival
- Easton & Martyr Worthy Cricket Club

4.4 BIG YELLOW FOUNDATION

Big Yellow and its customers and employees provide the income to the Big Yellow Foundation. Our Big Yellow Foundation Steering team, who meet on a quarterly basis, determines how best to raise funds and promote the Foundation to our employees, customers and suppliers.

The Big Yellow Foundation is Big Yellow's main vehicle to deliver a consistent customer and employee facing community programme.

Big Yellow and the Big Yellow Steering Committee has set a target of raising £150,000 in 2019-20.

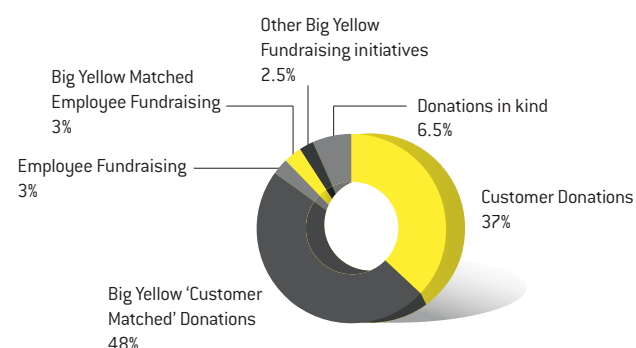
Contributions from Big Yellow – financial

Big Yellow has donated over £87,400 to the Big Yellow Foundation. This consists of the matched customer donations and Employee Fundraising Donations.

Contributions from Big Yellow – in kind

In addition to the Trustees' time and the Steering Committees' time, (which is counted as Volunteering day) Big Yellow furthermore supports the Big Yellow Foundation with donations in kind, by providing financial and accountancy services plus the secretariat to the Big Yellow Foundation Board of Trustees.

FY 2018/19



	Customer Donations	Big Yellow 'Customer Matched' Donations	Employee Fundraising	Big Yellow Matched Employee Fundraising	Other Big Yellow Fundraising initiatives	Donations in kind
FY 2018/19	37.2%	47.7%	3.1%	3.1%	2.5%	6.5%

VOLUNTEERING

Our main volunteering opportunities this year were:

- Mentoring with St Giles Trust in London and Leeds
- Customer Services training with Breaking Barriers
- DIY skills with Bounce Back at Brixton Prison
- Internal opportunities to help run the Foundation [Steering Committee members]
- Starting to create our own material to deliver Interview Skills workshop to some of our charity partners – roll out planned in 2019/20
- We have also designed a 1 day store day for the Back Up trust, for which employees are able to volunteer as a buddy – we're currently awaiting to see if there is interest from Back Up Trust clients.

4. Our Communities (continued)

WORK EXPERIENCE

We have worked with the Down's Syndrome Association to offer work placements, ie job carved, permanent, part time roles but have not been able to identify suitable candidates yet.

We have worked with Breaking Barriers to identify further candidates after our 1st successful placement to offer work experience (time limited, part time) roles but have not been able to identify suitable candidates yet.

	2018	2019	2020	2021	Target
Number of individuals on work placement contracts provided and supported by a BYF charity partner	1	0			4 per annum by 2022
Number of individuals offered a permanent position from the above cohort	0	n/a			100% of the yearly cohort

Notes: Work experiences and placements are new to Big Yellow and the KPI's are likely to change over the next 2 years as we identify what we want to achieve.

4.5 TARGETS

We have set internal targets on:

- Store conversion – this will stay the same for 2019/2020

We have set external targets on:

- Volunteering opportunities & store access to volunteering opportunities – targets will be kept going forward
- Work placements and how many work placement individuals are offered roles – targets will be kept going forward

4.6 NEXT STEPS

During 2018/19, our volunteering programmes depended mostly on suitable volunteering opportunities from our charity partners. Our employees have responded well to a number of these and we intend to continue to offer them to the relevant employee groups.

Some volunteering opportunities require on-going commitment from the volunteer, such as mentoring; others require the volunteers to have a specific skill set, such as training Customer Services skills. This has limited us offering engaging and meaningful volunteering to our employees more broadly and therefore we have adjusted our approach by also designing our own Interview skills workshop which we can offer to our charity partners. We envisage that once the training material is in place (beginning of 2019/20) we will identify volunteers who will be made familiar with the training material and then run workshops organised by our charity partners. The St Giles Trust and Breaking Barriers have expressed interest so far in participating with us.

Work and Work experience

During 2019/20

- Breaking Barriers deliver a customer service training courses to refugees wanting to work in Retail. Big Yellow volunteers have been co-delivering the service courses with Breaking Barriers – we continue to make employees available as needed.
- We have developed a structured one day work shadowing day with and for the Back Up Trust. For the Back Up Trust individuals, we hope that this will improve their confidence and experience the dynamics of a busy working environment to get them inspired to try and re-enter the world of work – we continue to make this one day shadowing day available.
- Progress on job carving opportunities with the Down's Syndrome Association for part-time roles within our stores.

Volunteering – During 2019/20

- Continue offering Mentoring Opportunities to interested employees;
- Examine if team days at Bounce Back can be offered to the wider team;
- Launch our own Interview Skills workshops and offer to St Giles Trust and Breaking Barriers;
- Offer team based volunteering, such as supporting the DSA London Marathon Fundraisers;

Employee Fundraising – During 2019/20

A mix of individual and team / joint fundraising activities took place during the year. Our employees particularly enjoyed raising money for the Foundation by:

- organising a 'Wear a Christmas Jumper' day;
- holding an Area manager social dinner fundraiser;
- organising a 'Challenge 21' prize draw event at our head office in aid of the Down's Syndrome Association

4.7 MORE INFORMATION

Legal aspects to the Big Yellow Foundation: The Big Yellow Foundation is a registered charity. Our charity number is: 1171232. It has been registered as a Charitable Incorporated Organisation ('CIO').

The object of the CIO is to advance such charitable purposes (according to the law of England and Wales) as the trustees see fit from time to time; in particular but not exclusively through rehabilitation and by relieving unemployment for the public benefit.

Our charity has published its first records (Annual Report) end of January 2019.



The latest Big Yellow Foundation Annual Report and Financial Statement can be viewed [here](#).

Social Enterprise: We use social enterprises where possible and will report in future on moneys spent with the Social Enterprise, what the work was we commissioned with them and the name of the enterprise.

During FY 2018/19 there were no opportunities for us to engage a social enterprise.

5. Our Customers

5.1 INTRODUCTION

Our Annual Report is the main platform for providing insights and updates into how Big Yellow meets our customers' needs, such as flexible, short term space when moving house or for home improvements, a permanent base for running a business or extra distribution hubs for our national accounts customers.

Our most material commitment to all of our customers is a safe, secure, welcoming and friendly environment.

We furthermore provide our customers with easy access to relevant environmental and broader CSR information and actively engage with them through our Big Yellow Foundation. Each store with Solar PV has a LED display in either the reception or loading bay areas, indicating how much energy has been generated; all our stores with EPCs (Energy Performance Certificates) will have these prominently displayed in the reception area.

During the year, we conducted an initial customer electricity consumption assessment. This indicated that between 5% and 15% of a store's electricity use can be linked to customer in-unit activities – please see our 'Energy' section and [Appendix 3](#) for more information.

5.2 CUSTOMER HIGHLIGHTS

- Continued to drive customer awareness of our sustainable approach with solar generation display in reception or loading bay areas – now available at 21 stores.
- Continued delivery of packaging products without single use plastic – by March 2019, we had achieved 93% of the 1,600kg of plastic we promised to remove from our box shop products.
- 98% of our certified stores achieve an Energy Performance Certificate of C or above – 65 out of our 75 stores have been certified.

5.3 KPI's

We report on the following aspects:

- CUSTOMER AND VISITOR HEALTH & SAFETY** – please refer to the Health & Safety section of this report
- CUSTOMER SERVICE** performance, Security of our stores and the financial stability of our organisation – please refer to the main Financial Annual Report
- Our commitment to the **ENVIRONMENT**, in particular running efficient stores – please refer to the Environmental section of this report
- Our commitment to and investment in our local communities – please refer to the **COMMUNITIES** section of this report

During the year, we have added questions to our InMoment Customer Experience questionnaires to ascertain an initial level of engagement around our social initiatives, specifically the Big Yellow Foundation.

The questionnaire used to survey customers after they have completed a move in with us now contains the following question: 'Did the team member mention the Big Yellow Charity Foundation to you during your move in?' and after they have moved out is: 'Did the team member mention the Big Yellow Charity Foundation to you during your move out?' We obtained very pleasing results:

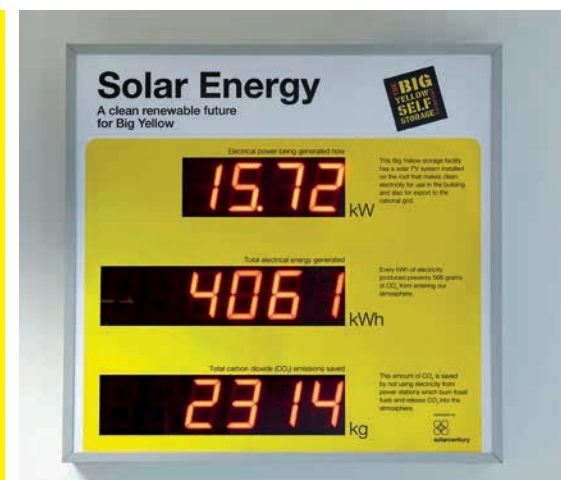
	Yes
Did the team member mention the Big Yellow Charity Foundation to you during your move in?	61%
Did the team member mention the Big Yellow Charity Foundation to you during your move out?	54%

This is the first full year of our Foundation and the Foundation questions were added to our InMoment questionnaires in October 2018 – we will continue to monitor response and consider conducting more targeted customer feedback opportunities.

**Together with our customers
we have raised**

£160,000

for The Big Yellow Foundation.



21

stores now have Solar PV installations

79.1

net promoter score from
our customers in the year

5. Our Customers (continued)

5.4 TARGETS

We set internal targets on:

- Customer and general Health & Safety
- Store move in and move out donation conversion rates

We set external targets on:

- Removal of single use plastics – see our Environmental sections for more information

5.5 NEXT STEPS

Targeted engagement: We are looking to better differentiate and target initiatives at individual customer groups, such as National Accounts / Business customers. We plan to explore how we may be able to engage them in joining us to support our Big Yellow Foundation charities and will update progress on an annual basis.

Our stores with Solar PV have display monitors in the reception or loading bay areas, making our solar energy generation visible to our customers. We also prominently display our Energy Performance Certificates.

Energy assessment work: As a first step to engaging customers on energy specific topics, we are conducting an assessment of energy use in our customers' units, the outcome of which (expected during 2019/2020) will inform our engagement plans going forward. During 2019/2020 we will have submetered data from 2 or 3 stores, which will greatly improve our ability to understand the key customer elements to our energy drivers.

5.6 MORE INFORMATION

Social and economic value we create: In March 2018, we commissioned an independent report to examine the economic value our stores bring to their local communities; the findings are as follows:

Across the whole country, Big Yellow's stores:

- are home to over 7,700 businesses;
- these businesses generate a national GVA of over £1 billion;
- these businesses create around 23,000 jobs;
- for half these businesses it's the only space they have; and
- 60% of these businesses are start ups.



6. Our Suppliers

6.1 INTRODUCTION

Big Yellow recognises that it can have a significant impact on its suppliers and that its supply base can represent an important aspect to help Big Yellow to deliver against its environmental and social responsibilities.

We manage our suppliers on a de-centralised basis, with each Department Head overseeing the onboarding, contracting and in-life management of their suppliers. Many of our suppliers have become trusted partners, having worked with us for many years.

In addition, our construction partners source a broad variety of materials from companies all over the world on our behalf. Whilst these goods are not sourced directly by us, some may be specified by us. We place great value on using recycled materials in our construction process and these are procured in accordance with our guidelines.

We have c. 600 direct suppliers, but a core of 80 of whom represent c. 85% of our spend. These suppliers deliver creative and marketing services, legal and financial services as well as the full range of real estate products and services, such as planning advice, architectural services, project management for construction, cleaning and maintenance.

A large number of these suppliers provide professional, highly skilled advice and services and are therefore less likely to harbor Modern Slavery issues. We focus our efforts on our more manual labour intensive industries, such as construction and cleaning.

6.2 SUPPLIER HIGHLIGHTS

- As announced last year, we have signed up to the Prompt Payment Code (PPC) and have committed to publishing payment data (You can find out more about the PPC at www.promptpaymentcode.org.uk); please see the table in the KPI section for this year's performance.
- Over the year, we have improved the number of invoices paid within 30 days from 60% to 67%.
- Paid 67% of invoices within 30 days and 32% between 30 and 60 days.
- Average time to pay an invoice: 29 days.
- No issues raised via our confidential Whistleblowing Helpline.
- During 2018/19 we have completed our detailed initial Supply Chain Risk Assessment and have identified a small number of suppliers we will want to assess further.
- Raised over £4,000 for our Big Yellow Foundation during Constructions' supplier day.

Our suppliers are integral to our success from delivering new stores to removing single-use plastic.



Average time to pay an invoice was

29 days

Signed up to the

Prompt Payment Code

6. Our Suppliers (continued)

6.3 KPI's

Payment Terms

We measure our payment performance to our suppliers on a quarterly basis. Prompt payment is especially important to our smaller suppliers, who may not have the cash flow to do well with very long payment terms.

We pay 98% of our invoices within the 60 days set out by the code with 67% of our invoices being paid within 30 days.

Days	Apr-Sep 18	% paid	Oct 18 – Mar 19	% paid	Total number of invoices FY 2018/19	% paid
	Number of invoices		Number of invoices			
< 30	3,817	60%	4,772	73%	8,589	67%
30 – 60	2,436	39%	1,622	25%	4,058	32%
> 60	62	1%	147	2%	209	2%
	6,315		6,541		12,856	

6.4 TARGETS

We set internal targets on:

- Issues raised via our Whistleblowing Helpline and addressed within promised timeframe
- Suppliers signed up to our CSR standards, including providing data on specific KPI's such as Health & Safety and Environmental KPI's
- 'High risk' suppliers fully assessed and risk mitigated

We set external targets on:

- Supplier payment terms: we are meeting the requirements of the code.

6.5 NEXT STEPS

- Review how Whistleblowing Policy and Helpline is disseminated with suppliers to ensure supplier employees have access.
- During 2018/19 we started working with our Construction suppliers in particular to understand the environmental impact of our supply chain. They are measuring different aspects such as fuel, water and waste and will be reporting back to us on a regular basis. We expect that their reports will help guide us to identify areas where we may want to collaborate further.
- Consolidate our payment terms – where possible – to 30 days.
- Work with our suppliers, particularly SME's to ensure invoice processing is optimised: specifically this means encouraging suppliers to email invoices (rather than post) and providing bank details so payments can be made by BACS.
- Work with our internal Heads of Departments to reduce invoice approval times where possible.

6.6 MORE INFORMATION

We want to work with suppliers and partners who share our values and who can meet our standards and expectation. Especially within Construction and Facility Management, which involves significant manual labour, we want to make sure our suppliers' employees enjoy the same consideration for their health and safety that we extend to our employees and customers.

To that end, we have started asking some of our suppliers to accept contract clauses that ensure our expectations are clear within a commercial context and not just a 'nice to have'. We're pleased to say that most of our suppliers did not hesitate to accept our requirements and have been consistently meeting these : we report on construction accidents for example and our joint record is good.

During 2018/19 we have started working with our Construction suppliers in particular to understand the environmental impact of our supply chain. They are measuring different aspects such as fuel, water and waste and will be reporting back to us on a regular basis. We expect that their reports will help guide us to identify areas where we may want to collaborate further.



7. Our Health & Safety

7.1 INTRODUCTION

Big Yellow Self Storage recognises the importance of maintaining high standards of Health & Safety for our customers, staff, contractors and any visitors to our stores.

Our Health & Safety Committee reviews our Policies, Risk Assessments, performance and records on a quarterly basis. The Policies cover two distinct areas – our construction activities and our routine store operations.

7.2 HEALTH & SAFETY HIGHLIGHTS

- There were no “Fatal Injuries, Notices or Prosecutions” during the year ended 31 March 2019 in any part of our operations.
- During FY 2018/19 we had four reportable accidents, all of which happened to either customers or visitors to our stores. We have examined the causes of the accidents and remain committed to do everything we can to ensure everyone’s safety.
- Out of the 55 minor injuries to our customers, approximately half (33) were the result of cuts – for our staff, just over one third (five) were the result of cuts and strains relating to the handling of goods. Most of these injuries and those of ‘visitors’ could have been avoided by personal protective gloves and foot-wear.
- There were 2,473 ‘Man Days’ worked on new store construction ‘Fit Out’ projects in 2018/19.
- Two Minor Injuries and no Reportable Injuries were recorded during these works.
- With a total of 36 points, we achieved ‘performance beyond compliance’ for our fit out work of our newest store in Manchester (due to open May 2019) from the independent Considerate Constructors Scheme (CCS). Each of the five sections⁸ received a minimum of seven points each.

7.3 KPI's

Store Customer, Contractor and Visitor Health & Safety

Year ended 31 March	2014/15	2015/16	2016/17	2017/18	2018/19
Number of customer move-ins	75,097	75,438	71,715	73,662	73,293
Number of minor injuries	50	58	41	61	55⁺
Number of reportable injuries (RIDDOR)*	4	4	1	1	4⁺
RIDDOR* per 100,000 customer move-ins	4.1	5.3	5.3	1.4	5.5

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See [page 47](#) for the independent assurance.
Notes: *RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

Big Yellow Staff Health & Safety (Stores & Head Office)

Year ended 31 March	2014/15	2015/16	2016/17	2017/18	2018/19
Average Number of Staff	300	318	329	335	347.3⁺
Number of Minor Injuries	15	10	9	13	14⁺
Number of Reportable Injuries (“RIDDOR”)	1	1	0	1	0⁺
AIIR* per 100,000 staff	333	314	0+	299	0⁺

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See [page 47](#) for the independent assurance.
Notes: *Annual Injury Incident Rate = the number of staff reportable injuries / average number of staff (x100,000).

Big Yellow Construction ‘Fit Out’ Health & Safety

Year ended 31 March	2014/15	2015/16	2016/17	2017/18	2018/19
Number of Total Man Days worked	3,005	6,560	1,111	2,726	2,473
Number of Minor Injuries	1	3	0	3	2⁺
Number of Reportable Injuries (RIDDOR)	0	0	0	0	0⁺

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See [page 47](#) for the independent assurance.
Notes: RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

8 ‘Care about Appearance’, ‘Respect the Community’, ‘Protect the Environment’, ‘Secure everyone’s Safety’, ‘Value their Workforce’.

7. Our Health & Safety (continued)

7.4 TARGETS

Our health and safety performance has been consistently high across all areas of our business. This is due to our precautionary approach to individual's health and safety, be that within Construction (by ensuring contractors wear appropriate protective clothing) or within our stores through our exemplary facility and estate management processes, which ensures our estate is kept in top condition, minimising the risks to health or safety.

Our staff receive training on particular aspects, such as fork lift driving, and we enforce strict rules on who is allowed to drive forklifts at our facilities.

Our most frequent incidents happen when our customers move and stack their possessions, not heeding safety considerations, such as wearing gloves. We place posters and notices throughout our stores to remind our customers to take sensible measures. We keep well stocked first aid kits in our stores to deal with small cuts and scrapes and report all incidents via our H&S reporting procedure so we can assess and address where possible the root causes of any injury.

We will always aim to be accident and injury free, where it's within our control.

7.5 NEXT STEPS

We feel that our processes and procedures perfectly meet our requirements. We have well established processes currently that allow for swift action to be taken if necessary and we regularly engage with external consultants to ensure we meet best practice standards. There are therefore no specific activities planned for 2019/2020.

7.6 MORE INFORMATION

The Health & Safety Committee discuss and review any issues reported from our regular meetings held at Bagshot (our head office), Maidenhead (our distribution warehouse), the stores and our construction sites. Our Health & Safety Policy states that all employees have a responsibility for Health & Safety, but that managers have special responsibilities. The responsibilities of Adrian Lee, Operations Director, are to keep the Board advised on Health & Safety issues and to ensure compliance with our Policy in respect of Construction (via the Construction Director) and store operations (via the Head of Estates and Facilities and Head of Store Operations). Externally, other interested stakeholders include the Health & Safety Executive (HSE) and Local Government Authorities.

The Health & Safety Committee minutes are copied to the CEO, the CSR Manager, the Head of Human Resources, the Head of Estates and Facilities and our external Health & Safety consultant.

Our external Health & Safety consultant reviews our Policy and performs annual audits of our stores on a rolling programme, to ensure the implementation of the Group's Health & Safety policies and to ensure compliance with the latest Health & Safety standards.

Actions recommended by our consultant are reviewed by the Health & Safety Committee, and if required are then implemented into the operations or construction systems. External Health & Safety audits are carried out by our consultants on a regular basis on each construction site during the construction process.

Annual Store Health & Safety Meetings take place for all stores and Maidenhead. Meeting agendas are provided for all meetings by the Facilities Team and the minutes are reviewed by Area Managers to raise any issues with our Facilities or Human Resources Teams, where necessary.

Deloitte LLP undertake a limited level of assurance on select health and safety and environmental indicators, in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000 Revised).



8. Our Environment

8.1 INTRODUCTION

Environmental Responsibilities

Our CSR Policy sets out the aspects of what we manage. Our CSR Policy Standard provides further information on how we manage the impact of our business on society and the local environment, to control our risks and manage our opportunities in a sustainable manner.

External Benchmarking

We use the detail in this CSR Report to participate in a number of external benchmarks, such as the annual Carbon Disclosure Project (CDP) and the Global Real Estate Sustainability Benchmark (GRESB) to engage with our other Ethical Investors.

For more details on our applications for the above benchmarks see the 'Basis of Reporting' section of the CSR section of our Investor Relations website.

We have aligned ourselves to the core elements of the Task Force on Climate-Related Financial Disclosure (TCFD). The Task Force structured its recommendations around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management, and metrics and targets.

Information on Governance and Risk Management are set out in our CSR Policy Standard [available on the CSR section of our corporate website](#). We have commenced a formal risk management process review during 2018/19 and expect to deliver a first update to the Board during 2019/2020.

Compliance

In this report we state our energy use and carbon emissions in compliance with the Companies Act and the Climate Change Regulation on Reporting Greenhouse Gas ("GHG") Emissions for listed companies.

We have used the DEFRA Department Environmental Reporting Guidelines conversion factors for the relevant year – please refer to the Basis of Reporting document for specifics.

Approach

We have provided a specific section on energy, emissions, water and waste, reporting against all environmental European Public Real Estate Association (EPRA) indicators (and GRI where relevant). We have worked with EPRA during the year to strengthen our approach.

Where we feel further KPI's may be insightful, we have provided these in each subsection too. We have provided a brief narrative to explain variances where applicable. As we have made a number of changes, we have tabled them in [Appendix 2](#).

Materiality threshold: this year, we have achieved energy data completeness (electricity, solar and gas) of nearly 100%, so we no longer exclude data based on a materiality threshold.

Reporting Materiality: UK grid bought electricity represents 90.1% of our total energy consumption. Solar represents 4.2%, with the remaining 5.7% due to gas consumption.

Deloitte LLP undertake a limited level of assurance on select health and safety and environmental indicators, in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000 Revised).

Target setting

We remain committed to our long-term carbon targets – see our [Performance Overview](#) section.

As we further improve our ability to record and assess more detailed energy performance, we will look to set more specific targets. During the year we have set an internal energy intensity target.

8.2 ENVIRONMENTAL HIGHLIGHTS

During 2018/19 we have achieved the following:

- Increased our estate with Solar PV from 18 to 21 stores, which means that electricity from renewable sources has increased from 3.5% to 4.2%, an increase of over 20%;
- Like-for-like electricity consumption shows a small decrease;
- Energy intensity – newly benchmarked against our most relevant denominator 'CLA' – has remained stable;
- Big Yellow water use assessed against the Better Building Partnership ('BBP') standards – results show Big Yellow consumption lower than BBP 'good';
- Absolute Scope 1 and Scope 2 Store and non-Store portfolio saw a decrease of 14.5%, largely due to a favourable UK fuel mix;
- Total Scope 1 and Scope 2 GHG Emissions achieved a reduction of 59.7% from our peak GHG emission year 2011. This reduction is partly due to the increase in Scope 1 refrigerant efficiency and for Scope 2 the improved UK fuel mix and contributions from our Solar PV installations.

8.3 REPORTING – GENERAL

Set against the context of a growing business, we are increasingly looking at intensity metrics and have this year set an internal energy intensity metric to help guide our energy and carbon reduction strategy going forward.

With the implementation of our new energy and carbon reporting software, we have taken the opportunity to restate some of our data. For transparency, both the old and restated numbers are provided in this year's report.

Please note: as EPRA encourages the separate reporting of store and non-store portfolio, we have provided both as part of the EPRA KPI's. The scope for store and non-store portfolio applies to each KPI.

Our data completeness is at 99.95%.

For detailed information on how data has been gathered, scope, exclusions, conversion factors etc., please refer to our Basis of Reporting 2019 document, published on our Corporate Website.



The list of assured indicators can be found [here](#).

8. Our Environment (continued)

8.4 ENERGY

Our environmental impacts mainly consist of energy used to heat, light and operate our stores (lighting, lifts, systems and controls etc.).

Highlights:

- Although absolute electricity increased, our like-for-like comparison (which excludes our new store in Wapping, which opened in July 2018) pleasingly shows a small decrease.
- The percentage in electricity from renewable sources has increased from 3.5% to 4.2%, an increase of over 20%.
- Energy intensity – newly benchmarked against our most relevant denominator 'CLA' – has remained stable – we have set an internal target and plan to publish this in future reports.
- An initial paper-based customer in-unit electricity consumption assessment indicated that between 5% and 15% of a store's electricity use can be linked to customer in-unit activities – please see [Appendix 3](#) for more information
- Gas consumption reporting performance – we expect to see improved gas data reporting as of this year, as we have brought gas in line with electricity reporting. Avoiding the issue of billing lag will mean better data quality and should be most noticeable in next year's report as we report against a stable baseline.

EPRA KPI's

Elec-Abs – Stores

With the opening of a new store, our absolute electricity has increased. Pleasingly, the increase in m² is higher than the increase in electricity consumption.

EPRA code	Measurement unit	Indicator		2016/17	2017/18	2018/19	% change
Elec-Abs	MWh	Electricity	for landlord shared services	9,569	9,488 ⁹	9,508 ⁺	+0.2%
			(sub)metered exclusively to tenants	0	0	0	–
			Total landlord-obtained electricity	9,569	9,488	9,508 ⁺	+0.2%
			Total tenant-obtained electricity	0	0	0	–
			Total electricity	9,569	9,488	9,508 ⁺	+0.2%
			% from renewable sources	3.6%	3.5%	4.2%	+36%
No of applicable properties			Electricity disclosure coverage	71/71	74/74	75/75	+1.35
m² of applicable properties ¹⁰ (GIA)				629,686	422,206	430,914	+2.1%
%			Proportion of electricity estimated	N/D	N/D	0	

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

9 Please note, in our 2017/18 report the figure reported was 9,495 – with the introduction of our new reporting software our data accuracy has improved and we have elected to restate where possible.

10 As per basis of reporting, our primary floor denominator is 'CLA' (Current lettable area) – last year's figure has been provided to ensure a YoY comparison is available.

8. Our Environment (continued)

8.4 ENERGY (continued)

Elec-Abs and Lfl – non-store portfolio (Bagshot & Maidenhead)

Bagshot staff numbers have increased by 5.2%, increasing our electricity consumption by 8.2%.

EPRA code	Measurement unit	Indicator		2016/17	2017/18	2018/19	% change
Elec-Abs	MWh	Electricity	for landlord shared services	89	98	106	+8.2%
			(sub)metered exclusively to tenants	0	0	0	–
			Total landlord-obtained electricity	89	98	106	+8.2%
			Total electricity	89	98	106	+8.2%
			% from renewable sources	0	0	0	–
No of applicable properties			Electricity disclosure coverage	2 / 2	2 / 2	2/2	–
%			Proportion of electricity estimated	0	0	0	–

Elec-Lfl – Stores

These numbers exclude Wapping, which was opened in July 2018. They include Wandsworth, our existing store which we refurbished in summer 2018 (sq. ft increased from ca 47,000 sq ft to just over 70,000 sq. ft). Very pleasing that we have managed to maintain our performance.

EPRA code	Measurement unit	Indicator		2016/17	2017/18	2018/19	% change
Elec-Abs	MWh	Electricity	for landlord shared services	9,569	9,488 ¹¹	9,480	-0.1%
			(sub)metered exclusively to tenants	0	0	0	–
			Total landlord-obtained electricity	9,569	9,488	9,480	-0.1%
			Total tenant-obtained electricity	0	0	0	–
			Total electricity	9,569	9,488	9,480	-0.1%
			% from renewable sources	3.6%	3.5%	4.3%	+22%

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

FUEL-ABS – STORES

FY 2017/18 year was particularly cold with the 'Beast from the East' affecting many of our stores. Gas use for heating our flexi-offices was particularly affected and so it is pleasing to see that gas consumption for 2018/19 has fallen back to 2016 levels (592MWh).

EPRA code	Measurement unit	Indicator		2016/17	2017/18	2018/19	% change
Fuel-Abs	MWh	Fuel	for landlord shared services	630	646	590*	-8.7%
			(sub)metered exclusively to tenants	0	0	0	–
			Total landlord-obtained fuel	630	646	590*	-8.7%
			Total tenant-obtained fuel	0	0	0	–
			Total fuel	630	646	590*	-8.7%
			% from renewable sources	0	0	0	0
No of applicable properties				8 / 8	8 / 8	8 / 8	–
m² of applicable properties				N/D	4,600	4,717	+2.5%

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

11 Please note, in our 2017/18 report the figure reported was 9,495 MWh – with the introduction of our new reporting software our data accuracy has improved and we have elected to restate where possible.

8. Our Environment (continued)

8.4 ENERGY (continued)

FUEL-ABS – Bagshot & Maidenhead – Bagshot and Maidenhead use electricity exclusively, no fuel use to report.

FUEL-LFL – STORES: Gas is a legacy available in eight of our stores that have flexi-offices and require heating. New stores with flexi-offices are built with electricity and renewable energy sources. There were no changes in our stores' set up and therefore like for like data is the same as absolute data.

ENERGY-INT: Energy consists of electricity and gas as well as on-site generated solar energy from our roof mounted solar PV systems.

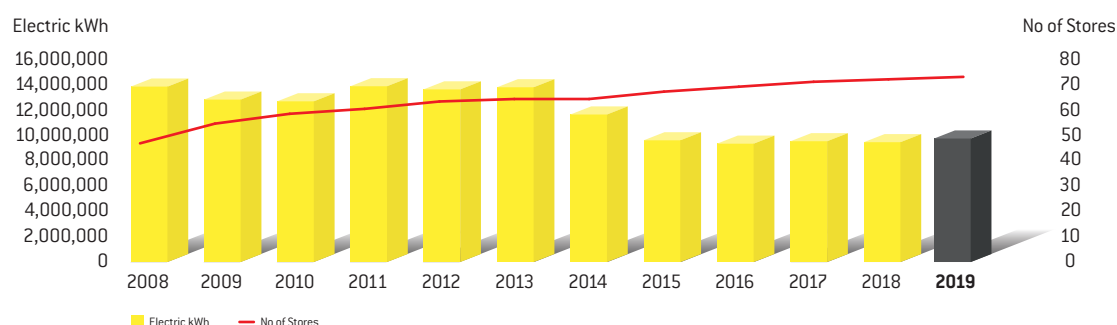
This year, we are switching from store Gross Internal Area ('GIA') to store Current Lettable Area ('CLA') for all our reporting – in order to aid the transition, we have provided both numbers – future years will state MWh/m² CLA only.

Our energy intensity for our CLA has remained steady.

EPRA code	Measurement unit	Indicator	2016/17	2017/18	2018/19	% change
Energy-Int ¹²	MWh/m ² /year – using GIA	Energy Intensity	0.0162	0.0154	0.024	/
Energy-Int ¹²	MWh/m ² /year – using CLA	Energy Intensity	–	0.024	0.024	–

Other KPI's

Long-term store electricity: The below chart shows how electricity used in our stores between 2008 and 2019 has changed over time.



Between 2008 and 2017 we installed first internal and later external, motion sensor lighting in many of our stores and renewable energy initiatives were included in our new stores, such as solar panels (as of 12.03.2018 on 18 stores), and ground source heat pumps (in five stores) and these achieved both electricity use reduction and sustainable electricity generation across our store portfolio.

Electricity use is driven by quantifiable factors such as new stores openings, the provision of flexi offices at certain stores and increasing levels of customer occupancy. Electricity use is also driven by more variable aspects of our business, such as frequency of customers accessing our stores (and triggering motion sensor lighting) and the number of business customers in a store, who may make use of electrical socket supply in our stores.

From 2013, our investment in energy efficiency programmes such as internal and external LED re-lamping across the store portfolio and the installation of larger capacity (50kWp) solar panels (at ten of our stores) has reduced our absolute electricity use.

Between 2015 and 2017 we spent just over £540,000 on upgrading our lighting to LED at all of our stores.

From 2017 we no longer include Bagshot and Maidenhead in the Group energy totals, and the consumption at these sites is now reported as separate data in our group totals. We believe this makes it easier to provide meaningful comparative data and narrative on the trends in our store electricity use.

During 2018 / 2019 we opened Wapping (July 2018). We also significantly extended our existing store in Wandsworth from a CLA of 46,797 sq. ft to 71,529 sq. ft and added a 50 kWh solar PV system.

¹² Total store energy use 2019:10,548MWh, GIA number: 4,653,000 sq. ft = 432,277m². CLA number for FY2017/18= 426,704m². CLA number for FY2018/19= 430,914m²

8. Our Environment (continued)

8.4 ENERGY (continued)

Store portfolio Electricity Use from Peak Energy Year 2011 (GRI Elec-Abs / G4-ENS3)

Year ended 31 March	2010/11 PEAK YEAR	2014/15	2015/16	2016/17	2017/18	2018/19
Electricity Use (kWh)	13,925,217	9,643,341	9,376,085	9,568,862	9,494,954	9,507,965*
Reductions from 2011 Peak (%)	–	(30.7%)	(32.7%)	(31.3%)	(31.8%)	(31.7%)

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

Store Portfolio Scope 2 Electricity Use and Climate Change Levy

The Carbon Reduction Commitment ('CRC') Scheme will officially close at the end of Phase 2. This means that Phase 2 Year 5 (2018-19) will be the final reporting year and the final payment will be due September 2019.

While the reporting side of the CRC Scheme will be replaced by Streamlined Energy and Carbon Reporting ('SECR') legislation, the revenue will be recouped via increased Climate Change Levy (CCL) rates.

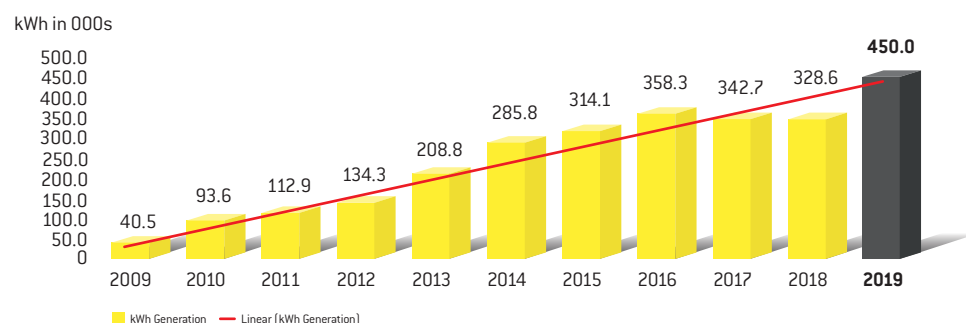
Year ended 31 March	2010/11 (PEAK YEAR)	2015/16	2016/17	2017/18	2018/19	% change from Peak
Electricity Use (kWh)	13,925,217	9,376,085	9,568,862	9,494,954	9,507,965*	(31.7%)
CCL (£/kWh)	0.00430	0.00554	0.00559	0.00568	0.00583	+35.6%
CCL (£)	£59,878	£51,944	£53,490	£53,931	£55,431	(7.4%)

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

Store Portfolio Long Term Solar Electricity Generation (2009 to 2019)

Our portfolio of stores with roof-mounted solar PV installations generate low carbon electricity that is monitored for performance and receives financial payments from energy companies we export to. There are 21 stores, now including Bristol Central and Bristol Ashton Gate which were retrofitted with an installed capacity of 50kWh during 2018. When we undertook our refurbishment of Wandsworth, another Solar PV installation of 50kWh was installed.

- We have increased solar generated energy by over 20% compared to the previous year.
- Savings from displaced UK grid bought electricity (at ca 9 pence per kWh) were approx. £40,500.
- Since 2011 our solar generation has increased 4-fold – we remain committed to investment in solar and other renewable energy generation technologies at our stores.



Note: The 'Feed-in Tariff' payments for generation and 'Deemed Export' of electricity apply to all these installations.

8. Our Environment (continued)

8.4 ENERGY (continued)

Renewable Energy Generation, Savings and Materiality

Onsite Solar 'Self Supply' Generation

Year ended 31 March	2010/11	2015/16	2016/17	2017/18	2018/19
Solar Generation (kWh)	107,074	358,279	342,670	328,557	449,987 ⁺
Total Grid Use (kWh)	13,153,960	9,376,085	9,568,862	9,488,686	9,507,965 ⁺
Total Grid Savings (£)*	£74,724	£115,216	£113,652	£93,982	£132,498
Solar % of Grid Use (kWh)	1.6%	3.8%	3.6%	3.5%	4.2% ⁺
Solar % of grid use in Solar PV stores	–	–	14.2%	13.3%	13.9% ⁺

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

Notes: *Solar Payments from Energy Companies = Feed in Tariff + Deemed Export kWh payments = £92,000¹³. Supplied UK Network displaced electricity savings = 449,987 solar kWh x 9p Grid kWh displaced = £40,498.

Store Portfolio GRI Absolute Gas Use Reductions ('Fuels-Abs' F4-EN3)

Year ended 31 March	2010/11	2011/12	2016/17	2017/18	2018/19
Gas Use (kWh)	656,017	742,086	630,463	646,284	590,433 ⁺
Gas Use variation from Peak Use (%)	–	(3.4%)	(15.0%)	(12.9%)	No longer reported
Gas Use variation from Baseline year (%) 2011 ¹⁴	656,017	–	–	–	(10%)

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report

Targets

Solar

Increase total solar PV generation capacity by at least 10% for each new store built	When new stores are being built	50 kWh installed in Wandsworth. Retrofit in Bristol Ashton Gate and Bristol Central
--	---------------------------------	--

	2016/17	2017/18	2018/19	2019/20
Total solar generation (kWh)	342,670	328,557	449,987 ⁺	50 kWh planned for Manchester
Increase from previous year	–	(4.1%)	+37%	

Although we only opened one new store during the year, we retrofitted 2 existing stores with solar PV.

Energy Intensity: We have set an internal energy intensity target and will consider publishing FY2019/2020.

Next Steps

With the implementation of our data reporting software, we now have better access to good quality data and we will look to utilise this to allow us more targeted intervention to proactively manage consumption increases.

Coupled with this, we will also look to explore the outcome of our sub metering pilots and assess for further opportunities.

With the closure of the FIT scheme, we will need to reassess the feasibility of investing in more solar PV retrofits – and potentially look at other options to ensure we progress on our long-term energy management and carbon reduction journey.

¹³ We used the data from the Low Carbon Survey 2018/19.

¹⁴ As of 2018/19 we will be using 2011 as our baseline year to provide greater consistency and comparability.

8. Our Environment (continued)

8.5 EMISSIONS

We state our energy use and carbon emissions in compliance with the Companies Act and the Climate Change Regulation on Reporting Greenhouse Gas ("GHG") Emissions for listed companies.

We have used the DEFRA Department Environmental Reporting Guidelines conversion factors for the relevant year – please refer to the Basis of Reporting document for specifics.

Highlights:

- Our Scope 1 emissions have decreased by 10.2%, mainly due to milder weather this year compared to the prior year.
- Our Scope 2 emissions have decreased by 14.8%, mainly due to a favourable UK fuel mix.
- Absolute Scope 1 and Scope 2 Store and non-Store portfolio saw a decrease of 14.5%.
- Carbon intensity metrics have all further improved – with kg CO₂e per square meter CLA at 8.0, we are now over 4 times more efficient than in 2011.

EPRA KPI's

GHG Scope – Store Portfolio

Indicator		2017/18	2018/19	% change
No of applicable properties	GHG disclosure coverage	74 / 74	75 / 75	+1.35%
m ² of applicable properties (CLA)	–	426,705	432,278	+1.30%
%	Proportion of GHG estimated	0	0	–

GHG Scope – Non-Store Portfolio

Indicator		2016/17	2017/18	2018/19	% change
No of applicable properties	GHG disclosure coverage	2 / 2	2 / 2	2 / 2	–
m ² of applicable properties	–	N/D	N/D	N/D	–
%	Proportion of GHG estimated	0	0	0	–

GHG-Dir-Abs & LfL

Direct or 'Scope 1' emissions for Big Yellow are due to gas heating for customers, refrigerant top-up of air-conditioning units in the reception areas of our stores (as and when needed) and the diesel used for the maintenance van we own.

During the year there were no changes with respect to our store portfolio with gas and no change to our transport vehicles. Refrigerant top up varies from year to year depending on need, so like for like data not relevant.

As none of our Scope 1 emissions is attributed to our non-store portfolio, the total emissions equate to the store emissions.

	Measurement Unit	Indicator	2016/17	2017/18	Restated 2017/18	2018/19
GHG-Dir-Abs	t CO ₂ e	Direct	Total landlord-obtained	184.0	147.5	147.5
			Total tenant-obtained	0.0	0.0	0.0
			Total Scope 1	184.0	147.5	147.5

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

GHG-Indir-Abs

Indirect or 'Scope 2' emissions for Big Yellow consist of emissions due to electricity bought for lighting and the powering of various equipment, mainly in our stores. It consists of store and non-store portfolio. Absolute ('Abs') refers to the fact that data has not been adjusted to take into account changes to the store portfolio.

8. Our Environment (continued)

8.5 EMISSIONS (continued)

GHG-Indir-Abs ALL

	Measurement Unit	Indicator	2016/17	2017/18	Restated 2017/18	2018/19	
GHG-Ind-Abs	t CO ₂ e	Indirect	Total landlord-obtained	3,943.0	3,373.0	3,192.5	2,721.5 ⁺
			Total tenant-obtained	0	0	0	0
			Total Scope 2	3,943.0	3,373.0	3,192.5	2,721.5 ⁺

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

GHG-Indir-Abs STORES

	Measurement Unit	Indicator	Restated 2017/18	2018/19
GHG-Ind-Abs	t CO ₂ e	Indirect	Total landlord-obtained	3159.7
			Total tenant-obtained	0.0
			Total Scope 2	3159.7

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

GHG-Indir-Abs NON-STORES

			Measurement Unit	Indicator	2017/18	2018/19
GHG-Ind-Abs	t CO ₂ e	Indirect	Total landlord-obtained		32.8	30.1
			Total tenant-obtained		0.0	0.0
			Total Scope 2		32.8	30.1

GHG-Indir-LfL TOTAL

Our new store in Wapping has been excluded from the numbers below to provide like for like data.

	Measurement Unit	Indicator	2017/18*	2018/19
GHG-Ind-Abs	t CO ₂ e	Indirect	Total landlord-obtained	3192.5
			Total tenant-obtained	0.0
			Total Scope 2	3192.5
				2,713.7
				0.0
				2,713.7

* 2017/18 data excludes Wapping and Guildford Central.

TOTAL SCOPE 1 & 2 Abs Stores and Non-Stores portfolio

Our Emissions reductions are largely due to a favourable UK fuel mix.

	2017/18	2017/18 Restated	2018/19	% change
Scope 1 + Scope 2 tCO ₂ e	3,521	3,340	2,854	(14.5%)

GHG-Int

Our space indicator from 2018/2019 is CLA ['Current Lettable Area']. This is a change from previous years, where we used GIA ['Gross Internal Area']. FY2018/2019 CLA was 430'914m².

To provide a comparison, we have calculated FY2017/2018 with CLA – we are pleased to report an improved intensity performance.

Measurement unit	Indicator	Actual 2017/18 using GIA	2017/18 using CLA	2018/19 using CLA	% change
t CO ₂ e/m ² /year	GHG Intensity (Scope 1 + scope 2) / m ²	0.005	0.0078	0.0066 ⁺	(15.4%)

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

8. Our Environment (continued)

8.5 EMISSIONS (continued)

Other KPI's

We provide additional KPI's where we feel this provides our stakeholders with additional, meaningful insight- this means sub-sets of specific data (i.e. Scope 1) or longer-term performance data.

Scope 1 Refrigerant (R410A and R407C) Replacement and GHG Emissions

Refrigerant use has a direct impact on global warming and is required to be recorded for local and national reporting purposes over a 100-year period, by the Intergovernmental Panel on Climate Change.

Scope 1 Refrigerant emissions from our store portfolio air conditioners occur when small quantities of Refrigerant require 'topping up'. This year, 3 stores required refrigerant 'top up's'.

Year ended 31 March	2015/16	2016/17	2017/18	2018/19
Refrigerant Use (Kg)	11.3	32.5	10.7	9.3
Emissions (tCO ₂ e)	21.9	67.9	22.2	18.4

Scope 1 Gas

Eight of our stores with flexi-offices use gas for heating. This is a stable portfolio, the changes in gas use are largely driven by temperature differences, occupancy of the flexi-office and the UK fuel mix. The lower gas emissions are largely down to lower usage due to a much milder winter this year.

Year ended 31 March	2016/17	2017/18	Restated 2017/18	2018/19
Gas Use (kWh)	630,463	646,284	646,787	590,433*
Emissions (tCO ₂ e)	109.2	116.0	119.1	108.6*

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

Scope 1 Van Fuel

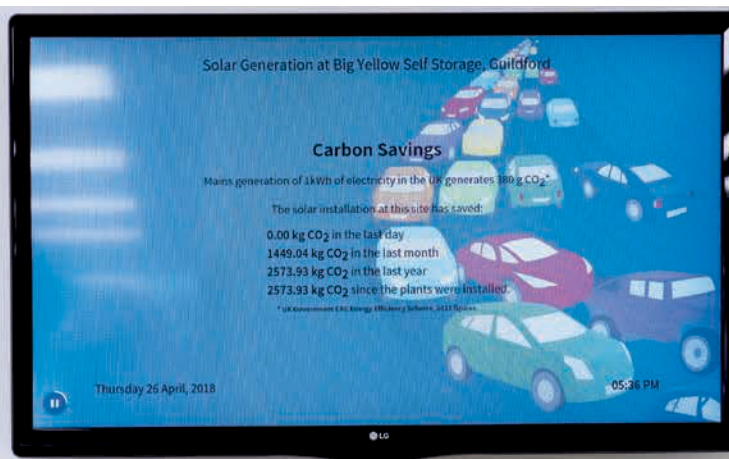
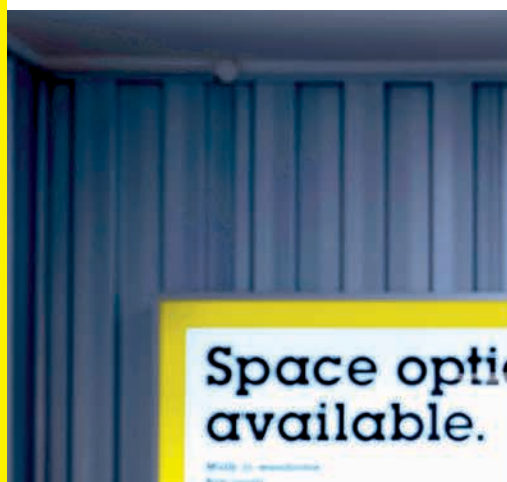
Our Premises Maintenance Manager uses a van to visit stores requiring repairs. Van make: Volkswagen Crafter CR35 2.0TDI 136PS van

Year ended 31 March	2017/18	2018/19
Van fuel (km)	24,284	20,926
Emissions (tCO ₂ e)	5.4	6.3

Long-term Scope 2 GHG emissions (stores) reductions

Our annual average carbon emission reductions from 2011 is approximately 7.5% per annum; more than double the target set for the commercial property sector to meet the UK Government's GHG emission target of a 34% reduction by 2020 (or a 3.5% reduction per annum to 2050.)

Year ended 31 March	Peak Year 2010/11	2016/ 17	2017/ 18	Restated 2017/18	2018/19	Change from 2010/11 Peak
Electricity (kWh)	13,925,217	9,568,862	9,494,954	9,488,686	9,507,965	(31.7%)
Scope 2 (tCO ₂ e)	6,758	3,943	3,373	3,160	2,691	(60.2%)



8. Our Environment (continued)

8.5 EMISSIONS (continued)

Broader Scope 1 and 2 GHG Emission Intensity

Our GHG Emissions 'intensity' indicators are based on average customer occupancy (m²), total Group revenue (£) and current lettable area ("CLA" per m²). These indicators, along with Scope 1 & 2 CO₂e and select Scope 3 data are reported in the Director's Report of our Annual Report.

Scope 1 and 2 GHG Emission Intensity / Occupancy, Revenue & CLA (GHG-Int.)

Year end 31 March	Peak Year 2010/11	2015/16	2016/17	2017/18	Restated 2017/18	2018/19	% change from 2010/11 Peak
Total (tCO ₂ e)	6,879.5	4,456.2	4,126.9	3520.5	3,340.0	2,854.0*	(58.5%)
Average Occupancy (m ²)	197,884	304,964	325,537	344,566	344,566	356,190	–
GHG Intensity: kg CO ₂ e/ Customer Occupancy m ²	34.8	14.6	12.7	10.2	9.7	8.0*	(77%)
Revenue (£000)	61,885	101,382	109,070	116,660	116,660	125,414	–
GHG Intensity: kg CO ₂ e/ Annual Revenue £s ¹⁵	0.11	0.04	0.04	0.03	0.03	0.02*	please note
GHG Intensity: kg CO ₂ e/ Annual Revenue 000's £s	Not calculated	40.0	37.8	30.1	28.6	22.8*	(79.5%)
CLA (m ²)	280,512	Not restated	Not restated	Not restated	426,704	430,914	–
GHG Intensity: kg CO ₂ e/ Current Lettable Area (‘CLA’) m ²	20.8 ¹⁶				7.8	6.6*	(68%)

+ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

Please note: As of 2018/19 we're switching to annual revenue 000's£.

Fit-out of our Manchester store

As set out in our Basis of Reporting document, as of 2018/19 we are reporting emissions caused by our construction fit-out activities.

During the year, there was one site in scope: Manchester. The total CO₂e impact was 9.2 tCO₂e. This represents 0.3% of Big Yellow's Scope 1 and Scope 2 emissions for the year.

Electricity	Date	Financial Year	Quantity	Units	Conversion factor applied	Kg CO ₂ e
Fit out start date	18.12.2018	FY 2018/19	28,154	kWh	0.28307	7,969.6
Fit out end date (permanent meter installed)	19.02.2019	FY 2018/19				
Water	Date	Financial Year	Quantity	units	conversion factor applied	Kg CO ₂ e
Fit out start date	28.11.2018	FY 2018/19	56	m ³	1.052	58.9
Fit out end date (permanent meter installed)	26.02.2019	FY 2018/19				
Diesel	Date	Financial Year	Quantity	units	conversion factor applied	Kg CO ₂ e
	Total	FY 2018/19	457	litres	2.62694	1,200.5
TOTAL CO ₂ e						9,228.9

Please note, in order to account for all greenhouse gases, we have used the Defra kg CO₂e conversion factors.

For water, we have included both water supply and treatment emissions to capture the full impact: water supply emission factor {0.344} plus water treatment emission factor {0.708} = 1.052.

¹⁵ From 2018/19 onwards we will be reporting in 000's£ as easier to read.

¹⁶ Baseline year 2011 Scope 1 and Scope 2 GHG emissions reported at 7,450 tCO₂e, CLA 3,019,428 sq. ft 2010/11 = 280,514m².

8. Our Environment (continued)

8.5 EMISSIONS (continued)

Scope 3 Voluntary Supply Chain GHG Emissions

Scope 3 supply chain emissions are 'Greenhouse gases' from electricity supplier losses during transmission and distribution of electricity to our stores.

Year ended 31 March	2010/11	2015/16	2016/17	2017/18	2018/19	% change from 2011 Peak
Total Electricity Use (kWh)	13,925,217	9,376,085	9,568,862	9,494,954	9,614,229 ⁺	(31.0%)
Scope 2 (tCO ₂ e)	6,758	4,333	3,943	3,192	2,721 ⁺	(59.7%)
Scope 3 (tCO ₂ e)	544	355	357	312	134	(75.4%)
Total (tCO ₂ e)	7,302	4,688	4,300	3,504	2,855	(60.9%)

⁺ Indicates data reviewed by Deloitte LLP. See [page 47](#) for their independent assurance report.

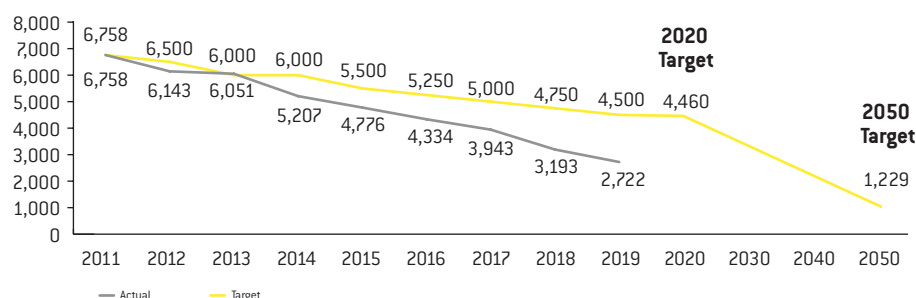
Notes: During 2018/19 we have included Scope 3 business mileage within the Scope 3 figures. This means that 2010/11 scope is different to 2018/19 scope. Due to the low amount of Scope 3, we have disregarded this when comparing changes from 2011 peak. The Scope 3 total is made up of: 68 tCO₂e for business mileage plus 65.7 tCO₂e for transmission losses of 2,721,500 kg CO₂ at conversion factor 0.02413.

Targets

Long-term Scope 1 & 2 Greenhouse Gas Emissions Stores (2008 to 2019) and Target:

We have exceeded the government set 2020 target of a 34% reduction and are on track to meet the 2050 target of an 80% total Scope 1 and Scope 2 GHG Emissions reduction.

We achieved a reduction of 59.7% from our peak GHG emission year 2011, largely due to a mix of taking measures to make our stores more efficient, such as LED lighting and a favourable UK fuel mix.



GHG Intensity

Target: To achieve 10 kg CO₂e per m² occupied by 2020

	Peak 2010/11	2015/16	2016/17	2017/18	2018/19	% change from Peak
GHG Intensity: kg CO ₂ e/ Customer Occupancy m ²	34.8	12.7	10.2	9.7	8.0 ⁺	(77%)

Last year was the first time we set and published an intensity target; as we restated our emissions this year, we had already achieved our target.

Next Steps

We will review our intensity targets during FY2019/2020.

Our energy reduction and efficiency initiatives have been significantly boosted by a favourable UK fuel mix, which, taken together, has delivered real improvements in our emissions reductions; we will need to assess if this is a longer term sustainable strategy or if there is more that we can do to ensure our emissions continue to reduce in line with external expectations, such as the science-based target initiatives and our own commitments.

8. Our Environment (continued)

8.6 WATER

We periodically assess our stores' water consumption to ensure we address all material aspects. Water consumption in 2016/17 was 28,486m³; during 2018/19 we were billed for 25,175m³.

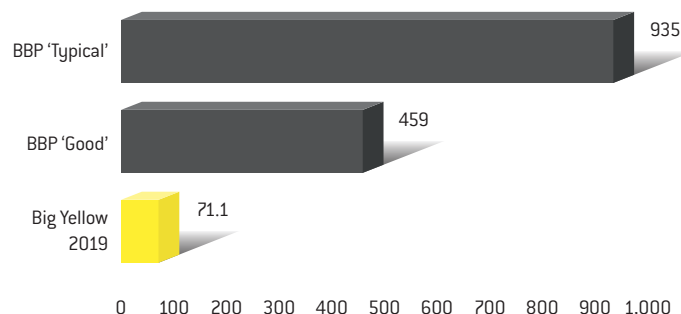
Our in-store water use is low: our staff and visitors have toilet facilities, some stores have showers for staff who choose to travel by bike. We do take the opportunity to add showers for our staff as part of a store make over; we hope this encourages and facilitates our cycle to work initiative.

Our staff have access to a kitchen, where they can make tea and coffee for themselves and our customers and a sink to wash dishes. Stores are provided with filtered drinking water via a separate water dispenser. Most stores are fitted with low flow taps and we are evaluating further water saving initiatives.

This year, we have applied the Better Building Partnership's (BBP) 2017 Real Estate Environmental Benchmarks (Water)¹⁷. We have selected: 'Water Benchmarks – Enclosed Shopping Centres' – 'Water Intensity' – Water Intensity by space (litres/m² CPA¹⁸/year).

We're very pleased to share that our water consumption is significantly lower than BBP 'Good'.

Water Consumption Benchmark



As part of our ongoing facility management activities we are exploring other options to preserve water and provide full updates as they progress.

EPRA KPI's

WATER-abs

Measurement Unit	Indicator	2016/17	2017/18	2018/19	
m³	Water	for landlord shared services	28,486	N/D	25,175
		(sub)metered exclusively to tenants	0	0	0
		Total landlord-obtained water	28,486	N/D	25,175
		Total tenant-obtained water	N/D	N/D	0
		Total water consumption	28,486	N/D	25,175
Water disclosure coverage – number			Not known	n/a	75 of 75 stores
Water disclosure coverage – Occupied space m²					353,936
Proportion of water estimated			N/D	N/D	0

WATER-LfL: Not calculated. Planned for subsequent years.

WATER-Int

Measurement Unit	Indicator	2016/17	2017/18	2018/19
m ³ /m ² /year	Water Intensity	N/D	N/D	0.071

Please note: EPRA water intensity uses m³, BBP uses litres. We have used 'occupied space' as space metric for both indicators.

¹⁷ For methodology, please see the [BBP Benchmark report here](#).

¹⁸ CPA (Common Part Area) at Big Yellow means our customer occupied space – we have used the data as of 31.03.2019.

8. Our Environment (continued)

8.6 WATER (continued)

Next Steps:

In March 2019, we signed a centralised water supply contract; we expect this to deliver better water consumption reporting in 2019/20. With better quality data we plan to identify what 'good' practice means within the context of our business; this may help identify local improvement opportunities.

Flooding & Droughts

Although our water use cannot be described as material, we nevertheless recognise water as a precious resource, which we want to preserve.

We also recognise that our business could potentially be impacted by adverse weather events, such as local flooding and droughts.

As part of our Climate Change mitigation and adaptation initiatives, our stores have features that take the local aspects of 'water' into consideration – either by incorporating Sustainable Urban Drainage Systems ('SUDS') or Rain Water Harvesting ('RWH')¹⁹ (see our Asset List).

We conduct detailed site assessments throughout our Planning, Acquisition and Construction phases to ensure risks are adequately mitigated and our store infrastructure can cope with a variable future. Please see more information on our approach in the 'Managing Risks & Opportunities' section of this report.

Targets : we had set ourselves the target of conducting a water benchmark by end of the financial year. This has been achieved and shows that our consumption is significantly lower than BBP 'good'. We will continue to monitor.

Next steps: Continue to record and report on water consumption and investigate opportunities to reduce in store water consumption: consider potential measures around water used for flushing toilets.

¹⁹ Some of our stores may still show RWH in place although some may have been temporarily disconnected due to technical issues – we are looking to address these in the coming year.



8. Our Environment (continued)

8.7 WASTE

Our main source of waste is from the operational activities of our stores. Our store staff apply best practice waste segregation for general and mixed dry recyclable materials.

Please note, our waste contractor provides further waste segregation and recycling services post collection. We report waste for our Big Yellow store portfolio (75 stores); our occupied office space at our head office site is excluded as waste collection data falls to our landlord.

Summary & Highlights:

- Our in-store recycling performance broadly stayed the same – we have issued all our stores with separate recycling bins and communication and will seek to improve our performance going forward.
- During the year, we have had increase demand from our business customers for waste services. In a number of instances we facilitated the separate collection of customers' waste (which is not reported here) but understand some stores are likely to have permitted Big Yellow bins to be used. We will seek to clarify process with all stores during 2019/20.

EPRA KPI's

Waste-Abs % – Stores

		2017/18	2018/19	% Change
tonnes	Total landlord-obtained waste	342	370	+8.2%
	Total tenant-obtained waste	0	0	–
	Total waste by disposal route	342	370	+8.2%
%	Recycled	58.19%	57.8%	>1%
%	Incineration	31.3%	31.2%	–
%	Landfill	10.53%	10.8%	+2.6%
%	Other	0%	0%	–

Waste-Abs tonnes – Stores

		2017/18	2018/19
tonnes	Recycled	199	215
tonnes	Incineration	107.0	115.7
tonnes	Landfill	35.9	39.3
tonnes	Other (glass mixed recycled)	0%	0%

Please note: The 'Waste to Landfill' number is calculated by subtracting from the General Waste number our contractor's mass balance figure. Using an estimated mass balance figure of 75% a further 115.70 tonnes of general waste can be claimed of being diverted from landfill.

Store generated waste is sorted into four categories by our waste contractor, namely: 'mixed dry recyclable materials'; 'general waste'; 'mixed glass'; 'paper and card board'.

Waste-LfL: Our new Wapping store generated 1.7t waste since it opened in July 2018. That represents 0.45% of our overall waste. Total LfL landlord obtained waste: 368.3 tonnes.

8. Our Environment (continued)

8.7 WASTE (continued)

Other KPI's

Waste-Abs tax & Store Waste Supply Chain Costs

Year end 31 March	2015/16	2016/17	2017/18	2018/19	% Change to prior year
Landfill Tax (£)	9,822	12,913	15,931	18,336	+15.1%
Total Waste Cost (£)	60,351	83,227	95,898	113,072	+17.9%
Mixed Recycling (£)	29,305	43,925	47,720	57,664	+20.8%
General Waste (£)	30,537	38,740	47,793	55,008	+15.1%

Please note: Landfill Tax is an environmental tax paid in addition to normal landfill costs. Reducing, re-using and recycling waste can reduce the Landfill Tax rate.

Scope 3 Store waste landfill emissions

	2010/11	2016/17	2017/18	2018/19	% Change to prior year
Landfill GHG (tCO ₂ e)*	10.8	18.9	21.2	23.1	+9.0%

Notes: *Landfill gas conversion factor used in 2011 was = 0.2892 per t CO₂e. For this report, we have used the 2018 DEFRA emission factor for municipal waste sent to landfill of 586.53 per kg CO₂e.

New Store Construction 'Fit-Out' Waste Management Performance (Waste-Abs)

Scope: Our new store development in Manchester was the only store in scope to be included in the 'New store construction' 'fit-out stage'.

Year ended 31 March	2011	2016/2017	2017/2018	2018/2019
Tonnage	147.5	0	51.3	38.8
Waste Recycled (%)	93.2%	0	99.2%	100%
Plasterboard Recycled (%)	100%	0	100%	100%

Manchester achieved a BREEAM SMART Waste Benchmarks Amount of waste tonnes per 100m² of '3'.

Targets

Educate and engage store teams to improve recycling performance – 0 waste to landfill by 2025.

Next steps

Seek to clarify process for business customers waste disposal with all stores during 2019/20. Continue promoting recycling.



8. Our Environment (continued)

8.8 RESOURCE USE

Big Yellow is committed to using its resources carefully to meet our present requirement without compromising the ability of future generations to meet their own needs.

Summary & Highlights

The eight product lines we had identified for modification by 2022 have all now had their single use plastic packaging removed. Our old stock is selling through steadily, which means that by end of March 2019 we held stock amounting to approx. 50kgs in our stores and warehouse.

Targets

Remove 1,600 kg single use plastics, in the form of outer bags on products	31.03.2022	On track
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Next steps

We will continue to engage with our suppliers to identify solutions to topics such as black shrink wrap currently not being recyclable.

We are making plans to go to a paperless move-in process at our stores by 2020.

More Information

Definition of 'resources': Generally, we mean resources to be:

- the materials we use in stores and at head office and our distribution centre as part of doing our day to day jobs, such as paper, pens, other stationary (in house) and
- Packaging materials we sell to our customers either online or in store (customer facing)

In house: we ask our employees to treat the company's resources with respect and restraint. We have taken measures to ensure responsible consumption, like:

- Printers are set to double sided
- Employees are encouraged to minimise printing
- Stationary is centrally managed

Benefits of packaging: Using good quality packaging materials that keeps things safe during transport and storage is our primary reason for selling packaging material – we believe the benefit of keeping items intact throughout transport and storage can potentially outweigh the negative environmental impact of our packaging.

Choice editing as standard: We want to make sure our customers can purchase our products without having to worry about the potential negative impacts our products or their packaging has on the environment. We have been choice editing the material make up of our boxes for a number of years and have this year moved onto other aspects.

Specific materials:

Board Over the years, we have worked with our suppliers to source board and paper with high recycled material content – typically our boxes sold to customers contain between 70% and 100% recycled board.

Plastics Breakdown of single- and multi-use plastics.

Multi Use

Bubble wrap	Marker Pens
Covers	Rope*
Crates	Vacuum Storage Bags
Grip Seal Bags	

Single Use

Padlock Blister Packaging*	Black Shrink wrap
Clear Shrink wrap	Tape*
Cover Outer Bags*	Twine*

Product types with a * can be modified to remove single use plastic all together.

Please note:

- Clear Shrink wrap is recyclable and does not come in any packaging – no changes required
- Black Shrink wrap is not recyclable. No suitable alternative available – we will keep engaging with our suppliers to identify potential alternatives

On multi-use plastic: We are looking to source rope with better environmental credentials.

Customer Engagement: Most of our products are perfect for re-use or recycling – we have made changes to our online box shop to make the composition of individual products clearer, under the heading 'Environmental Attributes' and we have introduced a 'Your bit' section to inform customers if products can be recycled.

8. Our Environment (continued)

8.9 ASSET LIST & GREEN STORE PORTFOLIO

Introduction to Green Stores

There are a number of measures we can use to demonstrate that at Big Yellow environmental considerations are part of how we operate. The overwhelming majority of our stores are in the green banding for energy efficiency and a number of our stores have other features, such as solar PV and green roofs or wall.

Summary & Highlights:

- Retrofitted two stores with 50 kWh Solar PV each: Bristol Ashton Gate and Bristol Central.
- Our refurbished and extended Wandsworth store was fitted with a 50kWh Solar kWh system.

KPI's EPRA

				2016/17	2017/18	2018/19
Cert-Tot	%	Mandatory (Energy Performance Certificates)	% of portfolio certified by floor area	41%	61%	87%
			% of portfolio certified by number of properties	42%	64%	87%
			% of portfolio certified by value	N/D	N/D	N/D
Cert-Tot	%	Voluntary (BREEAM, BRAVE, LEED)	% of portfolio certified by floor area	4%	4%	5%
			% of portfolio certified by number of properties	–	–	5%
			% of portfolio certified by value	N/D	N/D	N/D

Notes: Explanation of terms: SUDS = Sustainable Urban Drainage System / RWH = Rain water harvesting / EPC = Energy Performance Certification (Legislation).

Targets

We have set a number of externally published targets.

				2016/17	2017/18	2018/19	2024/25 Target
CLA covered by Green aspects (%)				41%	61%	87%	100%
EPC performance of C or above for our certified stores				76%	79%	98%	90%
New-built Stores BREEAM pre-construction standards 'Very Good or above				No new stores built	met	met	

8. Our Environment (continued)

8.9 ASSET LIST & GREEN STORE PORTFOLIO (continued)

No	Store	EPC	"BREEAM" Certification / Green Roof	RWH / SUDS	Solar (kWh) Capacity	Electric Vehicle Charging ²⁰	CLA sq. ft
1	Balham	B	GSHP 4kWp		10 kWh		61,384
2	Barking	A	Green Roof	RWH	50 kWh		64,052
3	Battersea	C				planned	33,929
4	Beckham	B	-	-	-		70,767
5	Birmingham	C	-		-		64,360
6	Bow	C					134,818
7	Brighton	C					58,463
8	Bristol Ashton Gate	B	-	-	50 kWh		64,104
9	Bristol Central	B	-	-	50 kWh		64,267
10	Bromley	B	GSHP 15kWp		7 kWh		71,884
11	Byfleet	C					48,069
12	Camberley	A	-	SUDS	10 kWh		67,466
13	Cambridge	B	-		-		61,633
14	Cardiff	C					75,134
15	Chelmsford	C					54,740
16	Cheltenham	C					50,576
17	Chester	C	-		-		68,630
18	Chiswick	B	Green Roof		50 kWh		73,272
19	Colchester	C					53,991
20	Croydon	C					79,341
21	Ealing	B	-		-		56,482
22	Edinburgh	B	-		26 kWh		62,885
23	Edmonton	B	-	-	-		76,594
24	Eltham	C	-		-		68,666
25	Enfield	B	'Excellent'		50 kWh		62,847
26	Finchley East	B	-	-	-		54,229
27	Finchley North	C					62,100
28	Fulham	B	Green Roof; GSHP		28 kWh		138,304
29	Gloucester	B	-	-	-		53,678
30	Guildford Central	A	Very Good		50 kWh		55,000
31	Guildford Slyfield	C	-	-	-		55,494
32	Gypsy Corner	B	-		50 kWh		70,491
33	Hanger Lane	C					66,125
34	High Wycombe	B	Green Roof		-		60,030
35	Hounslow	C					54,661
36	Ilford	C					57,887
37	Kennington	B	GSHP		4 kWh		66,166
38	Kingston	B	-	-	-		62,145
39	Leeds	B	-	-	-		75,944
40	Liverpool Edge L	C	-	RWH	-		61,285
41	Merton	B	GSHP	RWH	9 kWh		81,182
42	New Cross	B	-		50 kWh		61,501
43	New Malden	C	-	-	-		81,661
44	North Kensington	B	-	-	-		50,296
45	Nottingham	C	-		50 kWh		66,582
46	Orpington	C					64,760
47	Oxford 2	B	-		-	installed	39,671
48	Poole	C	-		-		54,844
49	Reading	A	'Excellent'	SUDS	9 kWh		62,438
50	Richmond	B	-		18 kWh		35,068
51	Sheen	B	'Excellent'; GSHP		7 kWh		66,712
52	Sheffield (BL)	B	-	RWH			63,315
53	Sheffield (Hills.)	B	-				62,680
54	Southend	C					56,896
55	Stockport	B	-				64,510
56	Sutton	B	Green Roof	RWH			75,869
57	Swindon	B	-	-	-		53,211
58	Tolworth	B	-	-	-		56,943
59	Tunbridge Wells	B	-	-	-		57,683
60	Twickenham	A	-	SUDS	16 kWh		79,113
61	Twickenham 2	C	-	-	-		22,191
62	Wandsworth	B			50 kWh		71,529
63	Wapping	D					25,000
64	Watford	C					63,854
65	West Norwood	C					56,975
	'Green' Stores	65	246,997				4,054,993
	All Store	75					4,653,000

Green aspects can include any of the aspects identified: SUDS, BREEAM, EPCs, Solar PV or other renewable on-site installation, green / living roofs & walls.

SUDS stands for 'Sustainable Urban Design'; RWH stands for 'Rain Water Harvesting'. They are both measures we consider taking where appropriate.

²⁰ 5 store developments will have EV charging points installed, including our new Battersea store.

8. Our Environment (continued)

8.9 ASSET LIST & GREEN STORE PORTFOLIO (continued)

Next steps

We will continue to commission EPC's during 2019/2020.

More Information

Green roofs & walls: Big Yellow has trialed and invested in 'green roofs' and 'green walls' on several of our stores (Barking, Chiswick, Fulham, High Wycombe and Sutton) in the urban areas of our towns and cities.

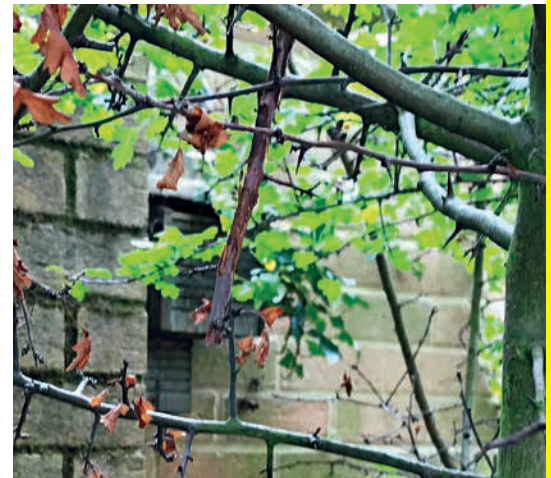
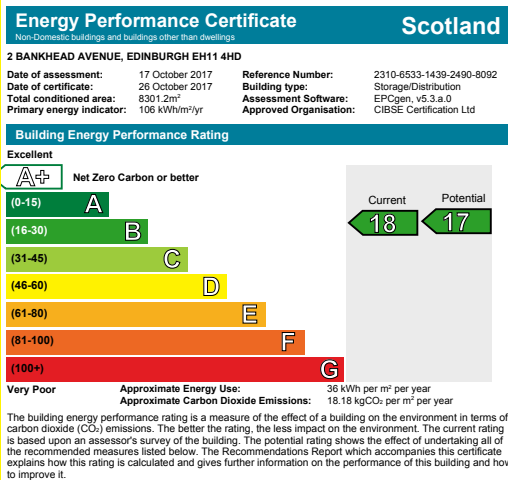
These investments provide shade to our stores in the summer that are susceptible to the 'urban heat island effect' and form part of our mitigation and adaptation initiatives.

Green roofs can store moisture after rainfall that evaporates in the spring and summer seasons and cools the upper floor levels. 'Rainwater Harvesting Systems' are also installed (Barking, Chiswick, Liverpool, Merton, Sheffield and Sutton) to provide landscape irrigation in the summer months.

Several stores that have 'sustainable urban drainage systems' ('SUDS') that provide permeable car park surfaces or peripheral soft landscaping that can regulate surface water to ground waters and local rivers and back to local rivers.

Electric Vehicle Charging: Installed at Oxford 2; new stores in Bracknell, Manchester, Camberwell, Battersea and Kings Cross will be fitted out with electric vehicle charging points.

Submetering: Manchester (opening May 2019) has sub meters fitted. Enfield had submeters fitted, but data transmission has ceased during 2017. We are currently conducting one trial at Bristol Central on submetering.



9. Benchmarks & Standards

Transparency and comparability is key

We use the detail in this CSR Report to participate in external or industry benchmarks, such as the annual Carbon Disclosure Project (CDP), the Global Real Estate Sustainability Benchmark (GRESB) and FTSE4Good to engage with our other Ethical Investors.

We act on feedback received and consider them as part of our continuous improvement mechanism. In part due to the benchmarks, this year we have re-assessed our water consumption and we have published an updated Human Rights and anti-Slavery Policy.

The GRESB and CDP benchmarks inform our investor community of our general ESG performance, our governance approach, risk management protocols and a range of other indicators that give reassurance that our business is 'sustainable'.

We consider GRESB and FTSE4Good to be particularly relevant to the nature of our business and our continued inclusion forms part of select Big Yellow's senior managers performance conversations.

We are aware of the limitations we face with taking part in benchmarks designed for traditional Real Estate organisations rather than self-storage but value the opportunity to be transparent and are committed to continued participation.

For Construction activities, we also sign up to **BREAAM** standards and the **Considerate Constructor Scheme ('CCS')**.

Summary & Highlights

- We achieved a bronze standard for EPRA sBPR (sustainable best practice reporting).
- We conducted an in-depth review with EPRA and strengthened our reporting format to make finding of EPRA data even easier.
- We maintained our GRESB, FTSE4Good and MSCI scores.
- We have commenced a risk and opportunities assessment as part of our commitment to implement the Task Force on Climate related Financial Disclosure recommendations. – for more information, please see the '[Managing Risks and Opportunities](#)' section.
- Benchmark results are now prominently published on corporate website (excluding CDP).

KPI & Target

We continue to submit to all relevant Benchmarks, namely GRESB, CDP and FTSE ESG

In line with external reporting cycles

Achieved

Performance ratings are published [here](#) and partially on our Sustainability website [here](#).

We achieved a bronze standard for EPRA sBPR (sustainable best practice reporting).



Our first full year of software-based reporting now shows our Scope 1 and 2 data completeness to be at:

99.95%

9. Benchmarks & Standards (continued)

Next steps

Benchmarking is a yearly activity; next steps are clearly defined within the reporting cycle of each benchmark. However, from time to time we engage external support to help identify opportunities for specific benchmarks. For 2019/2020 we have engaged an external consultant to work with us on GRESB to identify opportunities for improvement and to manage the submission process.

More Information

CDP: CDP scores are published here

CDP Disclosure Year	2015	2016	2017	2018
Disclosure Score	93/100	–		
Performance Score	C	B	B	C
Number of Investors	822	827	803	800+
Assets under management (in US trillion)	95	100+	100+	100+

Other Investor benchmarks: We also provide specific information on request to other investor benchmarks, where available. Please contact csr@bigyellow.co.uk should you require support.

Science-based Target Initiative: We first committed to setting science-based targets during FY 2016/2017. Looking at the requirements in more detail, we assessed our then data quality for Scope 1 and 2 to not be robust enough to successfully meet the criteria of the Science-based Target Initiative (SBTi). During the last 18 months we invested in software which has greatly improved our data accuracy; our first full year of software-based reporting now shows our Scope 1 and 2 data completeness to be at: 99.95%. This is a fantastic first step and now puts us into a strong position to look at our Scope 3 data collection/ calculation process. Once that is assessed to be robust, we will engage with the SBTi. We will provide regular updates on our progress via our CSR report. We have set a 3 year timeframe to arrive at scope 3 data that can be used for the SBTi.



10. Legislation

Big Yellow has obligations under a number of regimes and regulations, namely:

- Mandatory Greenhouse Gas ('GHG') Emissions Statement – see our [corporate site for more information](#);
- Climate Change Act 2008 – Carbon Reduction Commitment ('CRC') and as of 01.04.2019 the Streamlined Energy and Carbon Reporting ('SECR');
- EU Energy Efficiency Directive, The UK Energy Savings Opportunities Scheme ('ESOS');
- Energy Performance Certificate ('EPC's) – please see '[asset list & green store portfolio](#)' section in this report for more information.

Carbon Reduction Commitment ('CRC') tax

Year end 31 March	2010/11	2015/16	2016/17	2017/18	2018/19*
Total tCO ₂ e Emissions*	7,608	4,926	4,528	3,878	tbc
Reduction in tCO ₂ e (%) from 2011 Peak	–	(35.3%)	(40.5%)	(51%)	–
Tax Rates (£/tCO ₂ e)	£12.00	£16.90	£17.20	£17.70	tbc
Tax Payments (£)	£91,296	£83,249	£77,882	£68,674	tbc
Tax Payment Reductions from 2011 Peak (%)*	–	(8.8%)	(14.7%)	(24.8%)	–

Notes: tCO₂e emissions from Grid supplied electricity, gas and self-supplied solar panel electricity;

* Annual CRC Tax reporting occurs after the CSR Report publication and we will provide the numbers in July 2019.

With the new Streamlined Energy and Carbon Reporting ('SECR') coming into effect on 01.04.2019, we have assessed our internal reporting processes and currently expect to be able to meet the new requirements fully.

The UK Energy Savings Opportunities Scheme ('ESOS') – Phase 2

Our external assessor has audited a selection of stores to comply with ESOS and we are considering the outcome of these surveys for future sustainability initiatives. Having upgraded the common parts of our stores with LED lighting some years ago, our opportunities have become a little limited. The main grid electricity saving opportunity identified by the assessor is the retrofitting and continued commitment to solar PV on existing and new store portfolio. We do consider this a valuable suggestion and will continue to consider solar PV, however it is worth remembering that the physical location as well as the structure / position of the roofs of individual stores may not lend themselves to solar PV.

Our external assessor has also suggested circuit level monitoring – this is something we have started to trial during 2018/19 and look forward to assessing potential opportunities for further energy savings opportunities.

11. Managing Risks and Opportunities

The Management of Environmental, Social or Governance risks does not sit apart from our business, but is an integral part of it.

The potential physical risks to our buildings identified through our Business Risk process include specific, climate change related impacts, such as flooding.

Due to the complexity of environmental risks, the necessity to understand evolving risks under varying climate change scenarios and the likely increase in specific regulations and quasi legislation (such as the science-based target initiative or the TCFD for example), makes it sensible to establish a climate change related risk process.

During 2018/19 we established ownership of this process with the CSR Forum and any identified risks, that meet the business' materiality threshold, will be brought to the CFO and CEO for consideration by the Board if required.

	Financial Year	Governance	Strategy
Pre-phase 1	Pre 2018/19	Governance within reporting lines for Construction and Facility Mgt – reporting into the Board. Head of CSR reports on legislative climate change topics	Meet or exceed local planning requirements. BY Sustainable Construction Standards BY Environment Policy
	2018/19	Climate change-risk specific Governance structure defined: the CSR Forum has been tasked to conduct initial risk & opportunity assessment and report to the CEO during 2019/20	Commitment to embed the TCFD within our business
Phase 1: Governance & Mechanisms	2019/20	Implement Governance Structure	Detailed Risk & Opportunities assessment, including climate scenario analysis where possible for 'physical risks'
Phase 2: Risks, Opportunities and financial exposure	2020 and beyond	Review and revise policies, where necessary	Detailed Risk & Opportunities assessment, including climate scenario analysis where possible for 'transition' and 'legal' risks
Phase 3: Scenario planning			

21 Joint working group made up of senior manager from Planning, Construction, Facility Management, Operations and CSR.

11. Managing Risks and Opportunities (continued)

Our initial assessments identified a number of potential risks, which we are committed to exploring further:

1. The impact of rising temperatures / warmer climate on our existing store portfolio

It seems that currently the projected average temperature changes in both two and four degree warming scenarios. In the four degree warming scenario, average temperature rises over 14 degrees. This will mean warmer winters but very hot summers. We have found that, although an increase in average temperature is likely to affect our operational costs of cooling and heating, we do not expect this to be in a financially material way. We anticipate the requirements for cooling to increase, but with less heating, costs are expected to broadly cancel each other out.

As only a small part of our stores are either heated or cooled, it will be important to understand the impact an increase in ambient temperature has on goods stored and frequent storage users (such as business customers who use their storage to conduct aspects of work). Our store area ventilation kicks in at 23 degrees centigrade; but we're uncertain what impact extended periods of extreme heat will have on our ability to keep temperatures pleasant in our storage areas.

We plan to monitor ambient temperature changes over the next few years (to 2025) in our stores and engage with external experts to understand our options for mitigation, should that be necessary.

Action: Actively monitor and assess

2. The impact of more frequent and severe storms producing large amount of water in short time frame on our existing store portfolio

In the period up to 2030, the risks of natural hazards are unlikely to increase in a material way as a direct result of climate change. Natural weather variability will continue, which means storms and flooding could continue to affect our assets. Although we do not expect a dramatic increase in instances in the next 10 years, nevertheless the impact of excess water (i.e. localised flooding or storms) is quite high. With current knowledge, we also have good visibility of localised vulnerability and are therefore reviewing our current locations, and actively look at adaptation opportunities where necessary. For example, we opened our Sheffield Bramall Lane store after the City floods of 2008; as a result we built up the base level of our store by a further 500mm to ensure our storage would stay dry if similar (or even greater) flooding was to be repeated.

Another current mitigation strategy is Urban Sustainable Drainage which can be implemented where necessary. A number of our stores features a slightly raised ground floor (as mentioned above) or adjusted levels in our car parks to minimise the damage caused by local street flooding.

We may also experience an increase in our Facilities costs if we are repairing storm damage and ensuring our customer's belongings remain safe and dry and shielded from storms and other natural events.

We have detailed and ongoing visual inspections of each of our stores: our staff conduct daily walks of the premises to identify any maintenance needs as quickly as possible. Our Directors also conduct yearly walk arounds of each store on their annual store tours. During the latter, more significant projects are discussed and agreed. We plan on assessing financial impacts to remedy or mitigate climate change related aspects and embed these into our budgets in future years.

Action: review current estate, review insurance levels if necessary

3. Impact of changing legislation on our business and Construction

We expect planning obligations to increasingly focus on addressing localised climate-related hazards: such as avoiding urban heat islands and adequate urban drainage systems, as well as enabling the transition to a low carbon economy through the installation of on-site renewables, Electric Vehicle (EV) charging points etc. We expect additional costs per build to incorporate these features.

We are well placed in terms of onsite renewables, with currently 21 of 75 stores provided with roof top Solar PV systems. We work very closely with local planners, consultants and experts to ensure our buildings are efficient, resilient and meet or exceed planning regulations.

At present, we expect any specific extra requirement to be absorbed into the overall cost. At this point in time we do not foresee a material financial cost that cannot be absorbed into the overall project.

Action: closely work with local planners and subject matter expert to ensure we can continue to meet or exceed requirements.

12. Investors

The GRESB and CDP benchmarks inform our investor community of our general ESG performance, our governance approach, risk management protocols and a range of other indicators that give reassurance that our business is 'sustainable'.

For more information on these benchmarks, please see the 'Benchmarks, Legislation and Standards' section.

Our directors run a programme of face-to-face investor's engagement activities by holding roadshows following annual and interim reporting cycles and attend Investor conferences, both in the UK and internationally.

This year, we have changed the front page of our Investor section of our website to include our csr@bigyellow.co.uk email address. We hope that this will make it easier for our investors to ask relevant CSR questions directly.

13. Independent Assurance



Independent assurance statement by Deloitte LLP ("Deloitte" or "we") to Big Yellow Group plc ("Big Yellow") on selected indicators disclosed within their Corporate Social Responsibility Report 2019 ("the Report")

WHAT WE LOOKED AT: SCOPE OF OUR WORK

We have been engaged by Big Yellow to perform limited assurance on selected Group level Corporate Social Responsibility ("CSR") performance indicators ("the Subject Matter") for the year ended 31 March 2019. The assured data are indicated by the + symbol in the Report.

Carbon footprint indicators:

- Store electricity (tCO₂e)
- Store flexi-office gas emissions (tCO₂e)
- Refrigerant emissions (tCO₂e)
- Absolute carbon dioxide emissions (tCO₂e)

Store electricity use, CO₂ emissions, and carbon intensity:

- Electricity use (kWh)
- Like-for-like electricity use (tCO₂e)
- Absolute carbon emissions (tCO₂e)
- Carbon intensity (kgCO₂e/m² current lettable area)
- Carbon intensity (kgCO₂e/m² occupied space)
- Carbon intensity (kgCO₂e/£ revenue)

Renewable energy generation and CO₂ emissions reductions:

- Total renewable energy (kWh)
- Renewable energy percentage of total store use (%)

Staff, customer, and visitor health and safety:

- Average number of employees
- Minor Injuries
- Reportable injuries (RIDDOR)
- Annual Injury Incidence rate (AIR) per 100,000 staff
- Notices

Construction 'fit-out' health and safety

- Minor Injuries
- Reportable injuries (RIDDOR)

WHAT WE FOUND: OUR ASSURANCE OPINION

Based on the assurance work we performed, nothing has come to our attention that causes us to believe that the selected CSR performance indicators, as noted above, have not been prepared, in all material respects, in accordance with Big Yellow's reporting criteria as described at: <https://corporate.bigyellow.co.uk/sustainability/reports-and-case-studies>

WHAT STANDARDS WE USED: BASIS OF OUR WORK AND LEVEL OF ASSURANCE

We carried out limited assurance in accordance with the International Standard on Assurance Engagements 3000 Revised (ISAE 3000). To achieve limited assurance ISAE 3000 requires that we review the processes and systems used to compile the areas on which we provide assurance. This standard requires that we comply with the independence and ethical requirements and to plan and perform our assurance engagement to obtain sufficient appropriate evidence on which to base our limited assurance conclusion. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls. This is designed to give a similar level of assurance to that obtained in the review of interim financial information. This provides less assurance and is substantially less in scope than a reasonable assurance engagement.

WHAT WE DID: OUR KEY ASSURANCE PROCEDURES

Considering the risk of material error, our multi-disciplinary team of CSR assurance specialists planned and performed our work to obtain all the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion. Our work was planned to mirror Big Yellow's own group level compilation processes, tracing how data for each indicator within our assurance scope was collected, collated and validated by corporate head office and included in the Report.

Key procedures we carried out included:

- Making inquiries of management to obtain an understanding of the overall governance and internal control environment relevant to management and reporting of the subject matter;
- Understanding, analysing, and testing on a sample basis the key structures, systems, processes, procedures, and controls relating to the aggregation, validation and reporting of the subject matter set out above; and
- Reviewing the content of the CSR Report 2019 against the findings of our work and making recommendations for improvement where necessary.

13. Independent Assurance (continued)

The Deloitte logo, consisting of the word "Deloitte" in a dark blue, sans-serif font, followed by a small green dot.

BIG YELLOW'S RESPONSIBILITIES

The Directors are responsible for the preparation of the Report and for the information and statements contained within it. They are responsible for determining the CSR goals, performance and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

DELOITTE'S RESPONSIBILITIES, INDEPENDENCE AND TEAM COMPETENCIES

Our responsibility is to independently express a conclusion on the performance data for the year ended 31 March 2019. We performed the engagement in accordance with Deloitte's independence policies, which cover all of the requirements of the International Federation of Accountants Code of Ethics and in some cases are more restrictive. The firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We confirm to Big Yellow that we have maintained our independence and objectivity throughout the year, including the fact that there were no events or prohibited services provided which could impair that independence and objectivity in the provision of this engagement.

This report is made solely to Big Yellow in accordance with our engagement letter. Our work has been undertaken so that we might state to the company those matters we are required to state to them in an assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Big Yellow for our work, for this report, or for the conclusions we have formed.

Deloitte LLP

London, United Kingdom

20 May 2019

14. Appendices

APPENDIX 1 – GRI Social Indicators

DISCLOSURE 102-8

A. Total number of employees by employment contract (permanent and temporary) by gender

	2018	2019
Permanent Males	214	216
Permanent Females	161	174
Temporary Males	4	1
Temporary Females	1	3
Total	380	394

B. Total number of employees by employment contract (permanent and temporary) by region

	2018	2019
Permanent Stores	283	294
Temporary Stores	2	0
Permanent Bagshot	92	96
Temporary Bagshot	3	4
Total	380	394

C. Total number of employees by employment type (full time and part time) by gender

	2018	2019
Full Time Males	199	199
Part Time Males	19	18
Full Time Females	118	130
Part Time Females	44	47
Total	380	394

D. Whether a significant portion of the organisation's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of the work performed by workers who are not employees.

No. Big Yellow's main activities are: providing customer services in our stores and back office / support services in our head office and distribution centre. The majority of our staff are employed directly by the Company on permanent contracts. We occasionally utilise temporary contracts to cover maternity leave and agency workers to carry out cleaning activities where we have vacancies in our Stores.

E. There were no significant variations in number reported.

F. Data has been compiled from our HR database taking account of individual contract type, region defined as Bagshot or Stores and Full Time over 37.5 hours per week Head Office and 40 hours per week Stores. Casual workers included as permanent employees.

DISCLOSURE 401-1

A. Total number and rate of new employee hires during the reporting period, by age group, gender and region

	2018	2019
New starters under 30 years old	53	57
New starters 30-50 years old	26	37
New starters over 50 years old	1	6
Total	80	100

	2018	2019
New starters male	39	48
New starters female	41	52
Total	80	100

	2018	2019
New starters Stores	66	80
New starters Bagshot	14	20
Total	80	100

B. Total number and rate of employee turnover during the reporting period, by age group, gender and region

	2018	2019
Leavers under 30 years old	61	58
Leavers 30-50 years old	40	56
Leavers over 50 years old	10	6
Total	111	120

	2018	2019
Leavers male	63	66
Leavers female	48	54
Total	111	120

	2018	2019
Leavers Stores	93	101
Leavers Bagshot	18	19
Total	111	120

14. Appendices (continued)

DISCLOSURE 401-1 (continued)

	2018	2019
Turnover under 30 years old as % of cumulative March Company headcount	17%	15%
Turnover 30-50 years old as % of cumulative March Company headcount	11%	15%
Turnover over 50 years old as % of cumulative March Company headcount	2%	2%
Total as % of cumulative March Company headcount	30%	32%

	2018	2019
Turnover male as % of cumulative March Company headcount	17%	18%
Turnover female as % of cumulative March Company headcount	13%	14%
Total as % of cumulative March Company headcount	30%	32%

	2018	2019
Turnover Stores as % of cumulative March Store headcount	33%	36%
Turnover Bagshot as % cumulative March Bagshot headcount	20%	20%
Total as % of total cumulative March Company headcount	30%	32%

DISCLOSURE 401-2

Benefits which are standard for full time employees of the organisation but are not provided to part-time or temporary employees by Head Office and Stores:

1. **Life Assurance** – offered at senior management level within Head Office to both full and part time employees.
2. **Healthcare** – offered to more senior Head Office employees on completion of probationary period, whether full time or part time and also to all employees in Head Office or Stores (both full time and part time) with 10 years service.
3. **Disability and invalidity coverage** – permanent health insurance offered at senior management level to full and part time employees within Head Office.
4. **Parental leave** – offered to all employees, both full and part time.
5. **Retirement Provision** – all employees obviously have the opportunity to be a member of the pension scheme - not exactly sure what is meant by retirement provision.
6. **Stock Ownership** – Sharesave scheme offered to all employees with six months service at date of invitation. In addition, long term incentive scheme annually for full and part time Head Office employees and Store Managers.

DISCLOSURE 401-3

	2017/18	2018/19
A. Total number of employees that were entitled to parental leave ²² by gender	297	308
B. Total number of employees who took parental leave by gender	0	1
C. Total number of employees that returned to work in the reporting period after parental leave ended, by gender	0	1
D. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	0	0
E. Return to work and retention rates of employees that took parental leave, by gender	n/a	n/a

22 For the avoidance of doubt, we assume that this relates to 'Shared Parental Leave' as opposed to unpaid Parental Leave / Time off For Dependents or any other form of parental related leave.

14. Appendices (continued)

DISCLOSURE 403-2

	2018	2019
% of hours lost in absence Stores		1.50%
% of hours lost in absence Bagshot		1.40%
% of hours lost in absence Company		1.50%

Please note: 'Hours lost' includes all paid and unpaid sickness. % of hours lost is calculated based upon the total number of hours lost in each category divided by the total number of hours available to work in each category.

DISCLOSURE 404-1

- A. Average hours of training that the organisation's employees have undertaken during the reporting period by gender and employee category

	2018	2019
Average hours of training for males	27.8	33.2
Average hours of training for females	24.6	32.6

Please note: This will be affected by the number of PT females. PT complete less training.

	2018	2019
Average hours of training for Stores	28.7	35.8
Average hours of training for Bagshot	17.2	22.4

Please note: the increase in 2019 is due to GDPR Training.

DISCLOSURE 404-2

- A. Type and scope of programmes implemented and assistance provided to upgrade employee skills:

1. We have five development programmes, all designed to develop key management and leadership skills. These include:
 - a) A one year Sales Advisor development programme designed to build confidence and prepare individuals for the next step in their career
 - b) A one year Assistant Store Manager development programme which aims to build important management traits and provide individuals with a clear representation of the Store Manager role
 - c) A two year Store Manager programme which encourages Managers to look beyond their current role by developing the skills they will need for senior management roles within the business
 - d) An on-going development programme for Area Support Managers consisting of workshops, one to one coaching and attendance at conferences and events
 - e) An on-going development programme for Area Managers consisting of workshops, one to one coaching and volunteering

2. We run a number of internal training courses for managers across the business which focus on management and personal skills to include coaching, performance management, motivating and creating engaged teams, impact and time management
 3. We have a Development Library where individuals are encouraged to promote their own development through borrowing books, downloading self help apps or watching talks and conferences on-line
 4. Our staff are encouraged to attend external seminars and conferences in order to develop their perspective externally, build on knowledge and initiate ideas
 5. We offer Apprenticeships up to Level 5 in subjects such as Business Administration, Facilities, I.T Customer Service and Sales. This enables individuals to develop key personal and business skills, whilst acquiring recognised formal qualifications
 6. We support individuals to complete professional qualifications such as CIPD, CIMA, BIFM through funding and paid study leave
 7. We offer several psychometric tools including Myers Briggs, Belbin, Team Roles and 16PF which enable individuals to identify specific aspects of their behaviour and personality they would like to develop further
 8. Store staff complete an induction programme comprising of a series of on-line Induction Modules, internal courses and on the job training to ensure that they have all of the operational skills required to fully complete their role
 9. We use on-line training to develop individual's knowledge of a range of subjects including GDPR, Information Security, Manual Handling, Modern Slavery and Display Screen Equipment
 10. We run a series of operational workshops across the business on an annual basis which focus on a different operational need. Previous workshops have included developing commerciality, communication skills and sales
 11. All store staff complete both practical and theory based forklift training
 12. All individuals are able to attend First Aid and Fire Safety training courses to enable them to develop these essential skills
- B. Transition assistance programme provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment

This does not apply to Big Yellow at present.

14. Appendices (continued)

DISCLOSURE 404-3

- A. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.

Our system does not currently allow us to report against this KPI.

DISCLOSURE 405-1

- B. Percentage of employees per employee category in each of the following diversity categories

Male / Female – Stores	2018	2019
Percentage of male employees in Stores	60%	58%
Percentage of female employees in Stores	40%	42%
Total	100%	100%

Male / Female – Bagshot	2018	2019
Percentage of male employees in Bagshot	51%	47%
Percentage of female employees in Bagshot	49%	53%
Total	100%	100%

Age – Stores	2018	2019
Percentage of under 30 years old in Stores	42%	43%
Percentage of 30-50 years old in Stores	54%	52%
Percentage of over 50 years old in Stores	4%	5%
Total	100%	100%

Age – Bagshot	2018	2019
Percentage of under 30 years old in Bagshot	19%	15%
Percentage of 30-50 years old in Bagshot	65%	60%
Percentage of over 50 years old in Bagshot	16%	25%
Total	100%	100%

DISCLOSURE 405-2 – IS COVERED BY GENDER PAY GAP REPORTING

14. Appendices (continued)

APPENDIX 2 – Notable Changes

The below changes cover scope changes, reporting changes, process and policy changes – for your information.

ref	Change made	Impacts on
a	Opened 1 new store – Wapping and 1 store extension in Wandsworth. ²³	Energy & emissions data – we provide like for like information to allow better comparison
b	Wandsworth fitted with 50 kWh Solar PV, Bristol Ashton Gate and Bristol Central fitted with 50 kWh Solar PV	Solar generation – significant increase
c	Report on all EPRA indicators, where applicable	Transparency – improved
d	Changed the way we apply Defra conversion factors and restated emissions as a result	Alignment to best practice – restated data has been provided
e	Include actual data for water consumption (from water bills) & water benchmark assessment	Transparency – improved
f	Applied 2011 as baseline year consistently	Alignment to best practice – improved Energy and emissions targets
g	Include an initial analysis on customer in-store energy use	Our understanding of what determines our in store energy use
h	Include employee business travel within Scope 3 (from car mileage claims)	Transparency on Scope 3 emissions – improved
i	Reviewed our reporting structure for Construction/ Scope 3 – commenced collating a greater amount of data	Understanding of our wider supply chain impacts – improved
j	Changed intensity denominator from 'GIA' (also known as 'GIFA') to MLA (also known as CLA) – Maximum lettable area/ Current Lettable Area	Comparability – CLA is the most relevant space metric – improved
k	Publish our performance and commitments via a new Sustainability section on our refreshed Big Yellow Corporate Website	Transparency – improved
l	Moving onto reporting platform for select environmental data – Our data completeness stands at 99.74%	Data Integrity – significantly improved
m	Made significant efforts to assess risk in line with the TCFD recommendations	Internal Risk mgt processes – significantly improved
n	Launched 2 new / refreshed policies: Human Rights& anti-slavery policy and our Sustainable Construction policy	Transparency – improved, however, please note that our actual commitment and corresponding behavior has been high before the policy refresh
o	Set an internal energy intensity target	Alignment to best practice – improved Energy and emissions targets
p	We have furthermore aligned our strategy to our business values to create 3 core themes that address our stakeholders needs. They are: 1. Provide the place and space to make lives easier 2. Treat everyone fairly and respectfully 3. Plan and act for a sustainable future	Alignment to best practice – improved Please read up on our strategy on our Corporate Website.

²³ a, b, d, e, f, h & j are fully documented in our basis of reporting document.

14. Appendices (continued)

APPENDIX 3 – Customer In-Unit Electricity Use

During the year, we initiated a paper-based project aimed at gaining insights into our stores' electricity consumption drivers. The aims were to:

- validate or disprove the assumption that our stores' electricity consumption can be traced to customer activities within their units;
- gain specificity on this subject to allow for more accurate reporting with regards to Big Yellow's wider environmental performance if possible.

Project

- track the type of electrical appliances in use across five of our stores for a sustained period of time – appliances in units remained relatively stable;
- assess how appliances were used – many belonged to business customers who regularly worked out of their units and so the appliances were in constant / regular use.

Result

- relatively consistent data, which enabled us to make extrapolations and calculated: between 5-15% of a stores total electricity consumption can be traced to in-unit electrical appliances.

Next Steps

- This initial assessments indicates that a substantial amount of store electricity use may be ascribed to customer in-unit activities – during 2019/2020 we will conduct sub-metering pilots at 2 to 3 stores to evaluate electricity drivers further.

You can access more information
about us on our website

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