

# Big Yellow Group PLC

## Corporate Social Responsibility Report 2020/21



Get some space in your life.™

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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.

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# Corporate Social Responsibility Report

Big Yellow Group PLC ('Big Yellow') is committed to responsible and sustainable business practices. The Big Yellow 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. About Big Yellow

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 Big Yellow operations, as both an operator of self storage facilities and a developer of new self storage facilities. We recognise that our operations can have significant economic, environmental, and social impacts. We are therefore committed to assessing our CSR risks and opportunities, and 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.

In the last year, we created a Board Sustainability Committee to:

- oversee Big Yellow's sustainability framework and strategy;
- monitor Big Yellow's sustainability performance;
- provide guidance on emerging environmental issues, including environmental risks, and their impact on Big Yellow's business; and
- oversee the Big Yellow CSR reporting, including our external audit/assurance mechanisms.

The Big Yellow Board also receives regular direct updates on sustainability topics both from the Environmental Committee and from the Head of CSR.

The outcome of operating responsibly is the social value that we create and the long-term resilience of our business when faced with external pressures and changes, such as a changing climate and a changing political and legislative environment.

This CSR Report and the relevant sections within our Annual Reports and Accounts (the Directors' Report and the CSR section) have been prepared in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 implementing the Streamlined Energy and Carbon Reporting ("SECR") requirements. The Greenhouse Gas ("GHG") section of the CSR report has been reported in accordance with the WRI/WBCSD GHG Protocol – a Corporate Accounting and Reporting Standard.

Our health and safety reporting is stated in accordance with the UK Health and Safety Executive guidance.



You can read about our business model in our Annual Financial Report 2020/21.



## 2. CSR Executive Summary

This year has been a challenging one for us due to the Covid-19 Pandemic – and the necessary lockdown restrictions imposed on us. Some of our colleagues have experienced personal family losses as a result of the Pandemic, and we would like to take a moment to remember all of those who have been affected.

We would like to thank our colleagues for their dedication, hard work and perseverance in the face of the Pandemic and lockdown controls; for working hard to keep our stores open, working within the published government guidance; and also to thank our customers for their patience in following the rules necessary to keep everyone safe. With the NHS vaccination programme well underway, we sincerely hope we will soon be able to live with fewer restrictions in our daily lives.

Chief Executive

James Gibson

In March this year, on Employee Appreciation Day, the Directors took a moment to record a message of thanks to everyone in the Company.

This is our 15th CSR Report and looking back at our very first offering in 2007 the way we deal with Environmental, Social and Governance matters has changed fundamentally over that time.

We have established a new Board level Sustainability Committee, chaired by Heather Savory (our Non-Executive Director with responsibility for Sustainability). I and the entire Board take our responsibilities for CSR to the heart of our business and we are very pleased to have Heather assisting us with our ongoing Sustainability Agenda.

The work we have done to integrate the climate related risks and opportunities within our business process has led us to a better, quantifiable understanding of the risks associated with a Real Estate business, such as Big Yellow. It has also – and I would argue in our case more importantly – led this year to the Board exploring more opportunities for the future.

As a result, this year we are launching a new long-term strategy to become Net Renewable Energy Positive, as part of a wider plan to deliver on our Net Zero Scope 1 and 2 Emissions targets. We are actively investing in the resources necessary to make this happen, including significant capital expenditure over the next few years. By 2025, we expect to have completed a multi-million pound investment in renewable energy generation alone.



Getting to Net Zero is a challenge all businesses need to face up to, to plan for and to invest in. It will not be easy. We have the great advantage of owning the majority of our buildings; a large number of which have been assessed as suitable to proceed with the retrofitting of solar energy generating installations. We are, furthermore, an entrepreneurial Company and we intend to remain flexible and open to further innovation. This is particularly pertinent as sustainable technologies develop.

As we work towards reaching our Net Renewable Energy Positive target, we will be responsive and open to new technological solutions; fund pilots where such technology looks promising; push our local infrastructures to the maximum; and build new stores equipped to deal with an increased scale of solar installation.

**James Gibson**  
Chief Executive

## 2. CSR Executive Summary (continued)

### 2.1 Highlights for this year

- We have reviewed our energy and emissions strategy and set new bold and ambitious medium and long-term targets to 2030 and beyond.
- We have maintained our inclusion in the FTSE4Good indices; maintained our GRESB Green Star rating and achieved an improved A- award from CDP.
- We have built on our EPRA sBPR Silver Award from last year and obtained our first ever GOLD Award.
- We have swiftly moved to support our customers, communities, and employees throughout the Covid-19 challenges.
- We have added a seventh Big Yellow Foundation charity partner – Street League, to our Foundation family.
- We have exceeded our income target for the Big Yellow Foundation, with the Foundation having received a record income of £223,243 to March 2021 and have paid out record grants of £146,500 to our seven charity partners in the same time period. We have published our Trustee Report and Annual Report for the Big Yellow Foundation (for the year ended 31 March 2020).
- We have refreshed our Materiality Assessment, replacing 'Gender Equality' with the much broader topic of 'Inclusivity'.

Elsewhere in our CSR Report we have made a number of reporting and process changes this year; for specific details please see our Basis of Reporting document on our website.

### 2.2 Climate Change and our Business – a new Strategy

We are aligned with the Intergovernmental Panel on Climate Change ("IPCC") position that the world needs to limit any environmental temperature rise to no more than 1.5 degrees Celsius above pre-industrial levels.

Aligning our strategy to achieve this goal meets the needs and views of our stakeholders and this report sets out how we intend to achieve that.

Although the IPCC Net Zero Emissions target due date is 2050, our new strategy plans to deliver significant aspects of our reduction in emissions by 2030. We will focus on our most material emissions – carbon – and look forward to updating you on the progress we are making to reduce these emissions in each future CSR Report.

We have developed a standalone strategy document covering Big Yellow's pathway to Net Renewable Energy Positive and Net Zero Scope 1,2 and 3 Emissions. This will be published alongside our Annual Report and Accounts. We have also set out how we manage climate-related risks and opportunities this year in Section 10 of this CSR Report.



Please find out more here



### Carbon Disclosure Project (CDP)

**A-**

EPRA sBPR

**Gold**

CDP Supplier Engagement Ratings

**A**



## 2. CSR Executive Summary (continued)

### 2.3 Sustainable Development Goals (SDG)



The 2015 United Nations 2030 Agenda for Sustainable Development sets out 17 Sustainable Development Goals ('SDGs') that are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including poverty, inequality, climate change, environmental degradation, peace, and justice. Created by the UN for countries and societies, they provide a strong reference point as to where collective action is most needed and therefore have some relevance to business, such as ours.



Please find out more here [United Nations 2030 Agenda for Sustainable Development](#)



Please find out more here [17 Sustainable Development Goals](#)

**Our Sustainability Strategy contributes materially to the following SDGs:**

SDG	Target / Commitment	Big Yellow's Material aspect	Where reported
	Ensure healthy lives and promote well-being for all at all ages	Health & Safety Employee Wellbeing Community Wellbeing Customer Wellbeing	Our Health & Safety Our People Our Suppliers Our Communities Our Customers
	Achieve gender equality and empower all women and girls	Inclusivity	Gender Report Our People
	Ensure access to affordable, reliable, sustainable and modern energy for all	Renewables Energy	Our Environment
	Reduce inequality within and among countries	Inclusivity	Our People Our Communities
	Make cities and human settlements inclusive, safe, resilient, and sustainable	Climate Change Risks Inclusivity	Our Environment TCFD disclosures
	Ensure sustainable consumption and production patterns	Resource Use	Our Environment
	Take urgent action to combat climate change and its impacts	Climate Change Risks	Our Environment TCFD disclosures

## 2. CSR Executive Summary (continued)









### 2.4 Sustainability Performance Overview

The table below is of all our commitments, the progress we have made against them during the financial year 2020/21 and our (amended) plans going forwards. They are aligned to our three corporate strategic themes.

Some of the targets below were not met during the year as they relied on physical interactions, which were not possible to carry out as a result of the distancing and mobility restrictions imposed during the Pandemic.

#### Provide the place and space to make lives easier

● Complete  
 ● On track  
 ● Behind target  
 ● Not achieved  
 ○ New or modified target

SDG where applicable	Target / Commitment	By year ended 31 March	Progress during the year	Status	Update to plans
	To raise £150,000 Foundation donations from our customers, Employee fundraising contributions and Big Yellow matched amounts	Annual	Raised £223,243	<span style="color: yellow;">●</span>	Maintain target – £60,900 was due to Directors' personal donations in 2020
	Grants allocated to Big Yellow Foundation Charity partners: 75% of income allocated to charity partners	Annual	Allocated 66%	<span style="color: grey;">●</span>	Maintain target – we added a 7th charity during the year, so expect to catch up.
	100% of stores with volunteering opportunities	2022	No progress made due to the Pandemic	<span style="color: grey;">●</span>	See Communities / Our People section
	10% of volunteering days taken up by our teams	2021	No progress made due to the Pandemic	<span style="color: grey;">●</span>	See Communities / Our People section
	Four individuals on work placement contract provided and supported by a BYF charity partner	2022	No progress made due to the Pandemic	<span style="color: grey;">●</span>	We will review how achievable this target is during 2021/22
	Number of individuals offered a permanent position from the above cohort – 100% of yearly cohort	2022	Not due	<span style="color: grey;">●</span>	We will review how achievable this target is during 2021/22
	Maintain Customer Engagement as measured by engagement with the Big Yellow Foundation: Monitor move-in and move-out donations – aim for maintaining 2017/18 performance	Annual	Achieved	<span style="color: yellow;">●</span>	Monitored and included in Director Store Visit Discussion Target will remain in place
	Engage our National Customers with our sustainability agenda: define engagement approach	2021	Not achieved	<span style="color: grey;">●</span>	We will reprise this activity during 2021/22



## 2. CSR Executive Summary (continued)

### Plan and act for a Sustainable Future



● Complete 
 ● On track 
 ● Behind target 
 ● Not achieved 
 ○ New or modified target

SDG where applicable	Target / Commitment	By year ended 31 March	Progress during the year	Status	Update to plans
	Scope 1 & 2 Stores Emissions (from 2011 baseline year) reduction of 34% by 2020 and 80% by 2050	2021	We have reached a 68% reduction – the targets have been brought in line with the UK Government commitments to be Net Zero by 2050	<span style="color: yellow;">●</span>	Reformulated new strategy and new KPIs created
	<b>New:</b> 'Net zero' Store Scope 1 and 2 Carbon Emissions by 2030	2030	<b>Market-based:</b> 100% net zero <b>Location-based:</b> 100% net zero	<span style="color: white; border: 1px solid black; border-radius: 50%; padding: 0 2px;">○</span>	These targets will undergo a science-based target assessment during 2021/22
	Achieve 10.0 tCO <sub>2</sub> e per m <sup>2</sup> occupied Intensity metric	2021	We have reached 5.8 – as we have set de-carbonisation commitments, this target has been brought in line	<span style="color: yellow;">●</span>	Reformulated new strategy and new KPIs created
	<b>New:</b> Achieve 0 tCO <sub>2</sub> e per m <sup>2</sup> occupied Intensity metric	2030	n/a	<span style="color: white; border: 1px solid black; border-radius: 50%; padding: 0 2px;">○</span>	This target will undergo a science-based target assessment during 2021/22
	Energy Intensity target: 60% decrease from our 2011 baseline	2030	<b>Achieved:</b> 60%	<span style="color: yellow;">●</span>	Remains in place
	Increase total Solar PV generation capacity by at least 10%	Annual	<b>Achieved:</b> +46%	<span style="color: yellow;">●</span>	Reformulated new strategy and new KPIs created
	<b>New:</b> Generate renewable energy to meet at least 100% of our energy needs	2030	First 36 stores for retrofitting solar costed and work plan agreed	<span style="color: white; border: 1px solid black; border-radius: 50%; padding: 0 2px;">○</span>	New strategy adopted
	New-built stores pre-construction BREEAM standards 'Very Good' or above	Annual	<b>Met</b> – Bracknell, Camberwell and Battersea all achieved 'Excellent'	<span style="color: yellow;">●</span>	Maintain standards as applicable for each pipeline store
	100% CLA (Current Lettable Area) covered by Green aspects (%)	Annual	100%	<span style="color: black;">●</span>	We scaled up our EPC assessments and have reached 100% earlier than planned – we will now look to maintain this
	New built stores fitted with Electric Vehicle (EV) charging pods (where external space allows)	Annual	<b>Met</b> – Bracknell, Camberwell and Battersea all have twin 7kWh charging pods	<span style="color: yellow;">●</span>	Maintain target
	Review in-store water consumption against self storage benchmark	Annual	<b>Complete</b> – remaining at or below benchmark	<span style="color: yellow;">●</span>	Maintain target
	Contractors signing up to CCS scheme with a target score of 35 out of 50 available points for both fit-out and shell	Annual	<b>Exceeded:</b> 37 for Battersea 38 for Bracknell 40 for Camberwell	<span style="color: yellow;">●</span>	Maintain target
	Educate and engage store teams to improve recycling performance – send zero waste to landfill	2025	32% to landfill	<span style="color: yellow;">●</span>	Target remains in place

## 2. CSR Executive Summary (continued)

### Treat everyone fairly and respectfully, as a partner

● Complete 
 ● On track 
 ● Behind target 
 ● Not achieved 
 ○ New or modified target

SDG where applicable	Target / Commitment	By year ended 31 March	Progress during the year	Status	Update to plans
	Report on 'prompt payment' statistics % of invoices received & paid within 30 days Actual paid statistics	Annual	Complete 58% Set out in the 'Our Suppliers' section	<span style="color: yellow;">●</span>	Maintain
n/a	We will continue to reference and meet our most relevant standard: EPRA	Annual	Achieved GOLD for 2019/20 reporting	<span style="color: yellow;">●</span>	Continue as is
n/a	We continue to submit to all relevant Benchmarks, namely GRESB, CDP and FTSE ESG	Annual	Most recent scores: CDP: A- FTSE4Good: included in index (3.3) GRESB: 80%	<span style="color: yellow;">●</span>	Continue as is
	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.	<span style="color: yellow;">●</span>	Continue as is
n/a	Supply Chain Risks: We intend to conduct further supplier assessments	2021	Not achieved With the planned Government review of the UK Modern Slavery Act we focussed on assessing our current internal processes. We also submitted our information to the voluntary UK Government Modern Slavery Statement Registry.	<span style="color: black;">●</span>	Review activity during 2021/22



For our climate related risk and opportunity metrics, please see here.

### Target setting

Taking note of the UK Government's "Net Zero by 2050" commitment we too are committed to Net Zero Emissions for our Scope 1 & 2 Operational Footprint. However, we have challenged ourselves to go beyond that, both in terms of timeframe – we are aiming for 2030; and ambition- we are aiming to achieve a renewable energy positive position. This year we have reviewed and amended our energy and emissions targets accordingly.

### External Benchmarking

We use the detail in this CSR Report to participate in several benchmarks, such as the annual Carbon Disclosure Project (CDP) and the Global Real Estate Sustainability Benchmark (GRESB) and to engage with our Ethical Investors. For more details, please see the CSR Benchmarking section of our corporate website.

## 2. CSR Executive Summary (continued)

### 2.5 Our Stakeholders

This year, the Board of Directors has set out in the Governance section of our Annual Report and Accounts an overview of engagement activities with our key stakeholder groups. These are identified as (1) our employees, (2) our shareholders, (3) our customers, (4) our suppliers and (5) our communities. Please note that in our CSR Stakeholder assessment we also name 'the Environment' as well as Local and National Government as further stakeholder groups, and their needs and our engagement activities are set out here.

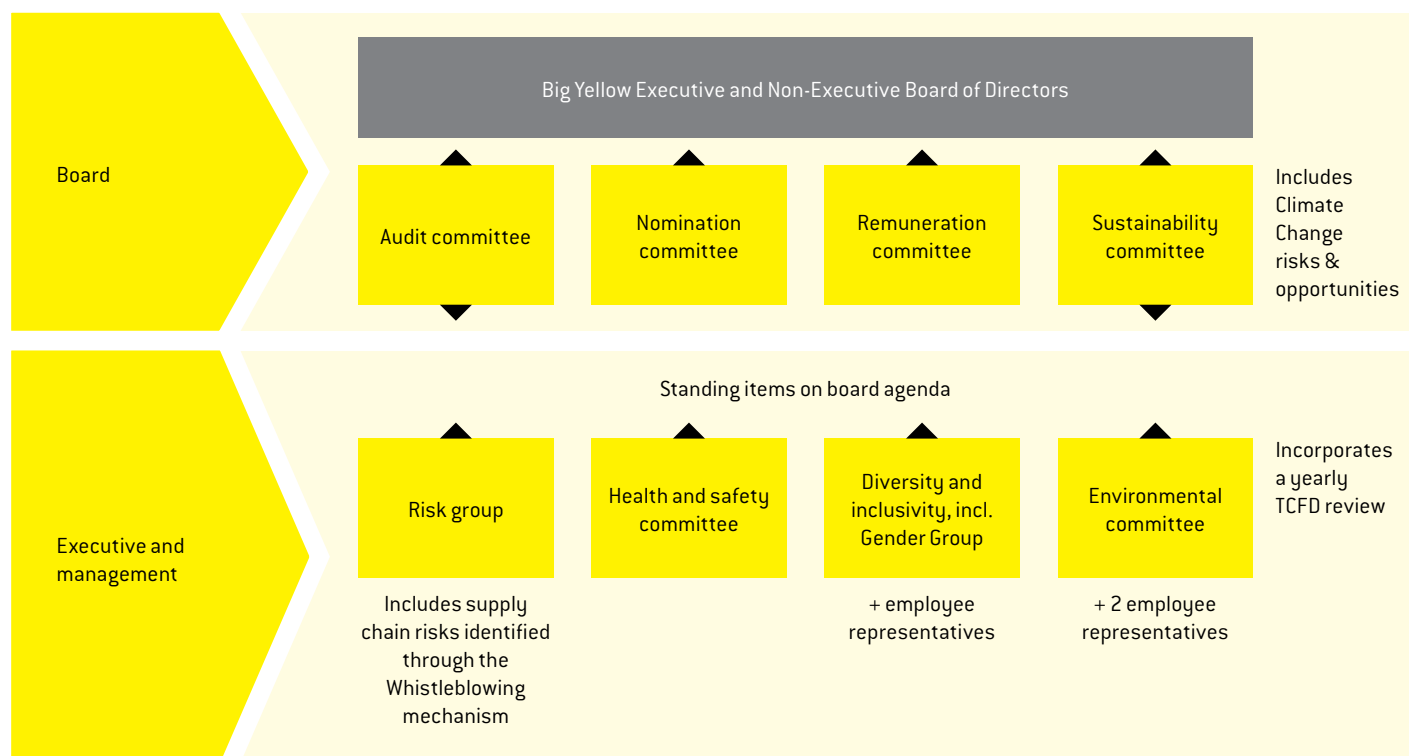
Our key stakeholders are closely aligned to our material impacts – it is important to us to make sure we understand what matters to them so we can meet their needs. We also set out how we engage with them, how we obtain their thoughts and opinions and how we report on progress where appropriate.

Our CSR Policy is separately available and sets out the aspects of what we manage.

Our CSR Policy Standard is also separately available and 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.

### 2.6 Governance

With the creation of a Sustainability Committee during the year, chaired by a Non-Executive Director, we have refreshed the presentation of our governance structure, which we share with you here:



The full document has been published here

### 2.7 Fines, Notifications, Penalties or Settlements

There were no fines, notifications, penalties, or settlements during 2020/21.

### 2.8 Assurance of data

We have commissioned SGS United Kingdom Ltd to carry out an independent assurance of our Greenhouse Gas (GHG) emissions

disclosures and other select voluntary disclosures at a limited level of assurance according to the International Organization for Standardisations (2006) ISO 14064-3. The full assurance statement is published in our CSR Report 2021 here.

Our full CSR Report and the relevant sections within our Annual Reports and Accounts (Director's report and CSR section) have been prepared in accordance with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 implementing the Streamlined Energy and Carbon Reporting (SECR) requirements. The GHG section of the CSR report has been reported in accordance with the WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard.

## 2. CSR Executive Summary (continued)

### 2.9 Materiality and Materiality Assessments

2020 has been – in part prompted by Covid – a year of review, introspection and stock-taking and we have taken the opportunity to perform an internal review of our Materiality Assessment, taking into account recent events such as the Black Lives Matter Movement and the implementation of our Sustainability Committee.

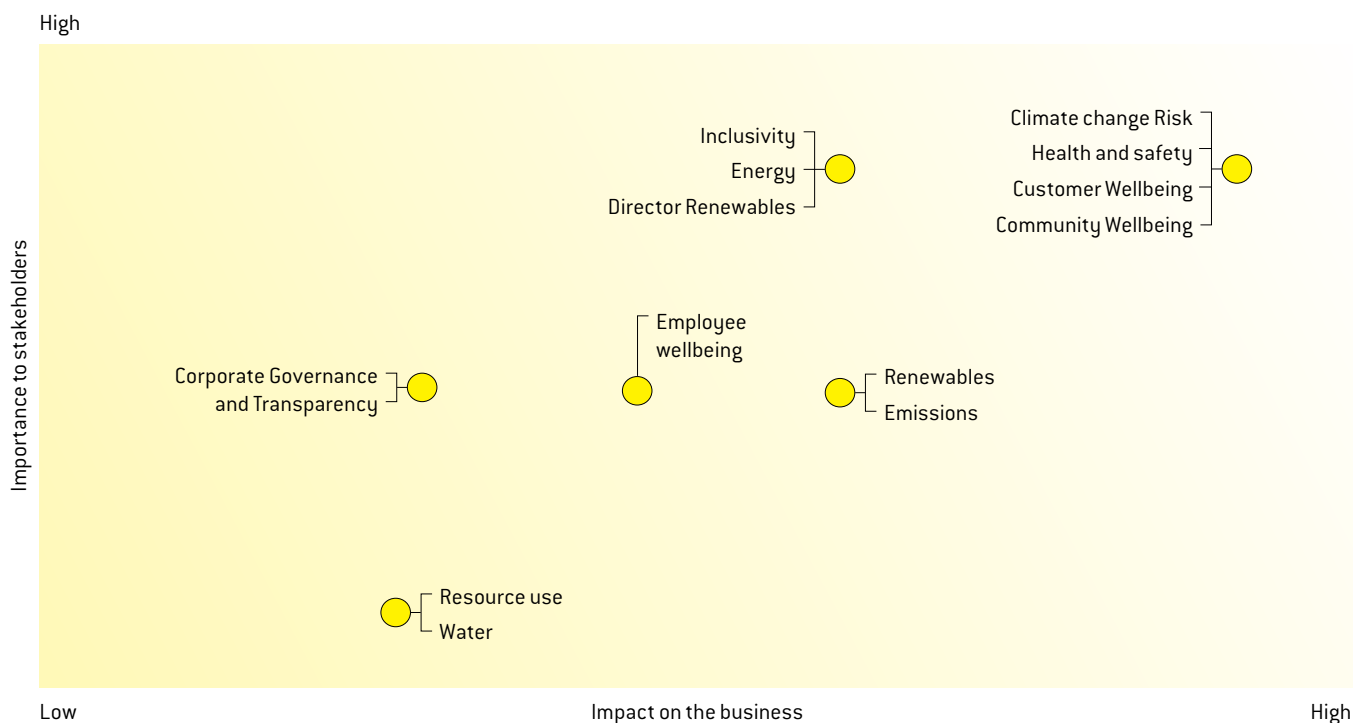
All in all, our Materiality Matrix holds up well:

- Our existing focus on Social aspects, such as 'Community Wellbeing', has stood up to the test of a Pandemic.

- Climate Change Risk is firmly embedded within the Board as a topic and our internal business processes, such as our Business Risk process, has been updated during the year to contain more tightly defined areas.

We have taken the opportunity to replace 'Gender Equality' with the much broader topic of 'Inclusivity'. This reflects the need and our commitment to include ethnicity and LGBTQIA in our internal programmes of work.

### Materiality Matrix



We have aligned our reporting to the UN Sustainable Development Goals (SDGs) and have selected a number of goals that align to our material topics.



Please find out more here

### Environmental Materiality

We continue to use our energy and carbon software for reporting and are pleased to report that our data completeness is at 100%.

Reporting Materiality: UK grid-bought 100% Renewable Energy Guarantees Origin (REGO)-backed renewable electricity represents 87.1% of our total operational energy consumption. Solar represents 6.6%, with the remaining 6.3% due to gas consumption.

During the year we have identified electricity consumption that is outside of the scope of Big Yellow's reporting; please see the 'Our Environment' section of our CSR Report for further detailed information.

### Reporting Approach

We have provided a specific section for each of our Stakeholder groups where we share with you our activities, achievements, and challenges for the year.

For the Environment, we continue to prioritise EPRA indicators as the most material to our business. We do provide a small selection of additional GRI KPI's but will only do so where we feel they add additional value or insights into our business.

As with every year, we have published a refreshed "Basis of Reporting" document alongside this main CSR Report to set out and explain any changes that we have introduced during the year.



## 3. Our people

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.

### 3.1 Introduction

This year has been a challenging one for us due to the Covid-19 Pandemic – and the necessary lockdown restrictions imposed on us all. Some of our colleagues have experienced personal family losses as a result of the Pandemic, and we would like to take a moment to remember all of those who have been affected.

We would like to thank our colleagues for their dedication, hard work and perseverance in the face of the Pandemic and lockdown controls; for working hard to keep our stores open, working within the published government guidance.

### 3.2 Sustainable Development Goals

We have adopted three Sustainable Development Goals that best reflect how we address our 'People' Responsibilities, namely:

- **Achieve gender equality and empower all women (and girls):** please refer to this report and our Gender Pay Gap report;
- **Healthy lives and well-being for all ages:** our Health, Safety and Wellbeing policies and initiatives support all of our employees to lead healthy lives. We offer a range of benefits tailored to their needs; and
- **Reduce inequality:** please refer to this report, our Gender Pay Gap Report and our Ethnic Minority Pay Gap Report

We continue to 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 with a value of over £71,000 of points for the year ended 31 March 2021.

We remain committed to our values and ethics, as well as recruiting, retaining and motivating individuals with talent and integrity and ensuring that we listen to our people and maximise their skills and performance. These factors are all key to the continued success of our Company.

As the impact of Covid-19 continues to be felt we have been working hard to support our employees with a range of tools to keep them physically and mentally well.

Some of the initiatives that we have put into place during this time have included:

- We have communicated with all employees on how to keep themselves and their loved ones safe;
- We have made adjustments to our reception areas, such as putting up signs on social distancing and providing Perspex screens and other PPE, to keep our employees safe;
- The Company offered to pay for the cost of a flu jab for all team members who were not eligible for a free vaccination, as an added layer of protection during the winter
- Our Directors Store Tours are held virtually when necessary, ensuring employees continue to have access to Directors and Senior Managers.

### Wellbeing

- We have been promoting our Wellbeing Programmes; helping our employees stay mentally healthy during these stressful times;
- We ran a series of Wellbeing Workshops for our Managers and recorded these workshops for all new and existing team members who did not attend
- We have regularly consulted on wellbeing matters via our Wellbeing Experts, who have offered support to a total of 162 team members over the last 12 months
- We have continued to add to our Wellbeing Library to include physical and mental health, financial and relationship and family care resources
- We have continued to promote Awareness Days across the year such as walk to Work Day, Mental Health Awareness Week, World Health Day and World Kindness Day
- We have included a specific Wellbeing section on our Intranet and ensured that wellbeing messages from our Directors are regularly included within our weekly communications
- Our Learning and Development platform offers a multitude of wellbeing resources to include the culture of wellbeing, health and wellbeing, managing stress, resilience, health wellbeing in the work place and wellbeing for parents



### 3. Our people (continued)

#### 3.3 People Highlights

- We held our first Employee Appreciation Day in March 2021 – recording messages from the Directors to take a moment to say “Thank You” to everyone at Big Yellow and Armadillo
- Signed up to the Business in the Community: Race at Work Charter
- Achieved Bronze Armed Forces Covenant status
- Continue to report on our Gender Pay Gap
- Formed an Inclusivity and Diversity Committee to ensure that the Company improves the diversity of its workforce and embeds diversity and inclusivity in everything it does
- Appointed four Inclusivity and Diversity Experts to support the Company in creating an organisational culture that values, embraces and celebrates individual differences within the workplace
- Achieved 96% of our store recruitment in-house, reducing our reliance on agencies [March 2020: 78%]
- Reduced our store team turnover on a 12 month rolling basis to 23.6% [March 2020: 35.3%]
- We have included a selection of ‘People’ KPIs to be assured by SGS.

#### 3.4 Learning and Development

##### Dyslexia

Over the last year we introduced a new initiative to ensure we fully support all employees with Dyslexia and other neurodiverse learning disabilities. The People and Development team attended a ‘Dyslexia in the Workplace’ workshop run by the British Dyslexia Association.

A virtual workshop attended by the Learning and Development Experts and Area Managers followed on from this. After the workshops took place:

- a set of Company Communication Standards were agreed and communicated within the business, ensuring that internal communication is suitable for all neurodiverse disabilities.
- Running alongside these standards, a Line Manager Guide was launched to help provide support to Line Managers who have a team member with Dyslexia;
- and a designated Intranet page was created listing all of the Dyslexia support material we have available to our team members.

This summer, a member of the People and Development team will train to become a ‘Dyslexia Workplace Assessor’, so that we can both identify neurodiverse disabilities and provide relevant support to both individuals and Line Managers.

##### Moving our training courses online

During the Covid-19 Pandemic, we adapted our training courses so that they could be held virtually throughout the year.

- Fourteen internal courses and workshops continued to run, ensuring that both Induction and personal development training continued throughout this time.
- We added a huge library of eLearning courses to our Learning Management System, providing a large range of topics such as general wellbeing, personal skills, health and safety, management skills and compliance.

## 33%

of our Store Managers are female; increase from 30% in March 2020

## 18

We have internally promoted 18 Store team members into a more senior role

## 57%

More women have been encouraged to take part in our development programmes. In the year to March 2021, 57% of Sales Advisor participants completing the Inspire Development Programme were female; up by 7% since 2020

## 40%

of our Store Managers / Assistant Store Managers are female; increase from 38% in March 2020

## 12,704

For the year ended 31st March 2021, a total of 12,704\* hours training was provided across the Company which equates to 30.9 hours per person

## 43

Store Development programmes have seen an increase in participation from previous years, with 40 participants in 2019/20 to 43 in 2020/2021

## 51%

Over 51% of eligible employees are participating in our Sharesave Scheme as at 31st March 2021

## 80%

Just under 80% of eligible employees are participating in our Company Stakeholder Pension Scheme as at 30th March 2021, with employee and Company contributions paid equally at 4%

## 1,792

In addition to their compliance, operational and occupational training, 1,792 on-line personal development courses were completed across the Company via our new Learning Management System. This equates to over 4 personal development courses per person

### 3. Our people (continued)

- We also introduced specific Covid-19 eLearning titles such as Covid-19 Prevention and Supporting Home Learning for Parents. This gave employees immediate access to development throughout the Pandemic, without the need to travel away from their store.

In addition, we set up home access to our two Learning Management Systems 'Learn' and 'Review'. This allowed all employees to continue their development whilst working from home.

#### Regular performance reviews

Throughout the year, we were able to continue store performance reviews using our on-line platform to complete reviews virtually, ensuring that Line Managers were able to prioritise objectives and identify specific support needed for employees during this difficult time.

#### Apprenticeship Programme

We also set up a new Apprenticeship Programme working in partnership with Lifetime Training. We now offer five Apprenticeships in subjects such as Customer Service, Business Administration and Management. The Apprenticeships are available to all employees and range from a Level 2 through to Level 5. Since the initial launch we have sixteen employees completing Apprenticeships.

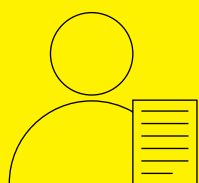
## 3.5 Inclusivity and Diversity

### Refocusing on Inclusivity

When reviewing our materiality matrix, we changed one key aspect from 'Gender Equality' to 'Inclusivity'. This better reflects our wish to include a broader range of topics such as Race Equality and embraces the culture of our business much better – we pride ourselves on recruiting on personality, which we feel is best underpinned by a holistic approach to Inclusivity.

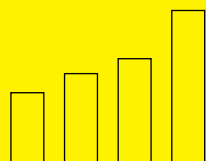
We continue to focus on specific workstreams as a business; at present, we continue to monitor Gender equality and have during the year set up a working group to assess any opportunities for us to improve on inclusivity and progression of ethnic minority individuals. We intend to produce an Ethnic Minority Pay Gap report in due course.

During the year, we have signed up to the Business in the Community: Race at Work Charter and are working our way through the various recommendations.



#### Appoint an Executive Sponsor for race

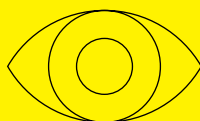
Our CEO, James Gibson is our Executive Sponsor and Chairs the Inclusivity & Diversity Committee



#### Capture ethnicity data and publicise progress

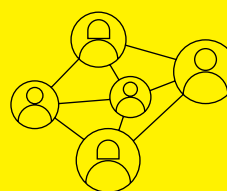
During the year we have:

- Identified the right data to capture
- Shared it with the working group & identified key issues
- Agreed on external reporting content – voluntary disclosure



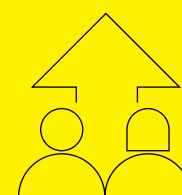
#### Commit at board level to zero tolerance of harassment and bullying

Existing policies and code of behaviour in place



#### Make clear that supporting equality in the workplace is the responsibility of all leaders and managers

Inclusivity training held for all line managers



#### Take action that supports ethnic minority career progression

This is being actively monitored

Going forward, our Inclusivity and Diversity Committee will meet four times per year to ensure performance is monitored and issues are addressed swiftly

### 3. Our people (continued)

#### 3.6 Charitable Activities

Most of our charitable activities are now delivered either via our Big Yellow Foundation in the form of grants to our seven charity partners; or as part of our stores' local charity partnerships in the form of discounted space or boxes.

We retain a small budget to sponsor individual charities particularly relevant to an employee. Employees can ask for one off support and -budget permitting- support is provided. During the year we donated money to a range of charities with a diverse range of beneficiaries, from hippos (Turgwe Hippo Trust) to the Healthcare Workers Foundation and a local charity in Dundee.

#### 3.7 KPIs

##### EPRA Social Indicators

###### Diversity – Emp<sup>1</sup>

Measurement Unit	Year Ended 31st March	2019	2020	2021
% of Female Employees	Diversity Employees			
	Board of Directors Members <sup>2</sup>	20%	30%	33%*
	Executive Management <sup>3</sup>	50%	63%	62.5%*
	Managers <sup>4</sup>	31%	30%	33%*
	All Employees	45%	45%	45%*

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

###### Diversity – Pay<sup>5</sup>

Measurement Unit	Year Ended 31st March	2019	2020	2021
Ratio (Women / Men)	Gender Pay Ratio			
	Board of Directors Members	N/A	N/A	N/A
	Executive Management	N/A	N/A	N/A
	Managers	N/A	N/A	N/A
	All Employees	12%	13%	10%

##### Employees - Training

Measurement Unit	Year Ended 31st March	2019	2020	2021
Average Hours	Employee Training and Development			
	Per Woman – Hours	32.6	34.2	32.5*
	Per Man – Hours	33.2	36.0	29.4*
	All Employees – Hours	N/A	14,168	12,704*
Total Employee Number	Total	394	403	411*

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

##### Employees - Development

Measurement Unit	Year Ended 31st March	2019	2020	2021
Percentage of Appraisals Completed	Males	N/A	87%	95%
	Females	N/A	86%	94%
	All Employees	55%	87%	95%

##### Employees - Turnover

Measurement Unit	Year Ended 31st March	2019	2020	2021
Total Number and Rate	New Hires			
	Total Number New Employees	100	135	93*
	Proportion New Employees	25%	34%	23%*
	Departures and Turnover			
	Total Number of Departed Employees	120	128	84*
	Proportion of Departed Employees	30%	32%	20%*
	Total Employee Number	394	403	411*

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report

#### 3.8 GRI social indicators

People data has been updated and published in Appendix 1.

(1) As set out in our Corporate Governance section in our Annual Report  
(2) Board of director members are our Executive Directors and our Non-Executive Directors  
(3) 'Executive Management' is our Senior Manager Leadership Group  
(4) 'Managers' are our store managers  
(5) Where we state n/a this is due to the fact that all of our female board members are Non-Execs



## 4. Our communities

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

### 4.1 Introduction

With Covid continuing to dominate all of this financial year – and everyone at times subject to local or national restrictions – there will be very few individuals who have not been personally affected by the Pandemic and some of us will have lost loved ones.

We believe we have been conducting our business with integrity and compassion and hope we have been able to make lives easier, especially for those individuals and organisations that have been tirelessly working to feed communities and help keep health workers and carers safe.

### 4.2 Sustainable Development Goals

We have adopted two Sustainable Development Goals that best reflect how we address our 'Communities' Responsibilities, namely:

- **Healthy lives and well-being for all ages:** we have been providing local communities and not for profits with discounted storage to help them deliver local projects, contributing to all of our communities' health and wellbeing. This has been particularly needed during the Pandemic; and
- **Reduce inequalities:** Our Big Yellow Foundation was set up with the purpose to provide individuals with a helping hand; often these individuals have experienced life events that have put them on an unequal footing with society, be that through a variety of factors, such as a disability or socio-economic circumstances.



### 4.3 Highlights

- Provided discounted storage space to the British Red Cross at 27 locations, worth just over £37,000.
- London Children's Ballet now occupies the studio space at our new Battersea store, under our Section 106 Social Agreement with Wandsworth Borough Council.
- Big Yellow's community investment for the year, delivered via discounted space, was £334,000; £307,000 of which was given free of charge.
- We raised over £223,000 for the Big Yellow Foundation and distributed £146,500 to its 7 charity partners.
- Produced our third Annual Report for the Big Yellow Foundation (for FY 2019/20).
- Inspired one of our contractors to take up the opportunity of contracting with a social enterprise.
- We have included a selection of 'Community' KPIs to be assured by SGS.



## 4. Our communities (continued)

### 4.4 KPIs

**EPRA: Comty-Eng:** percentage of assets who are actively taking part in The Big Yellow Foundation

Year ended 31st March		2019	2020	2021	% change
Percentage of assets	Community engagement, impact assessments and development programs	100%	100%	100%	0%

Please note: This is measured by our monthly move in- move out donation average conversion rates. As of end of March 2021, the lowest 'conversion rate' for store was over 12%, the highest 88%.

### 4.5 Community Investment & Engagement

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 enterprises.

For the first time this year we have included community KPIs for external verification.

### A. Community Investment

Free Space donated for community or charity use (£)	£270,570*
Free Space donated to the British Red	£37,021*
Discounted Space of up to 90%	£26,867*
Payments to Social Enterprise organisations (£)	£0.00*
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)	£4,569*
One-off donations	n/a
<b>Total Community Investment</b>	<b>£339,027*</b>

Notes to the table:

Any KPI marked with an \* have been independently verified by SGS.

Definition of free space: space that cost the charitable organization 1% or less of the space's market value.

Discounts of up to 90%: discounts higher than 90% and lower than 98%

There were no direct payments to social enterprise organisations during the year. However, we are very pleased that we have been able to inspire some of our suppliers and contractors to take up the opportunity of employing social enterprises, one of whom has taken that up during the year at our construction site in Bracknell. Please see our 'Working in Partnership' case study here.

### Helping the Red Cross

During the year, we were delighted to support the Red Cross with free space at 27 locations.

That took quite some organising by our National Accounts team, but it has been our pleasure to help such a great organisation during this time of real need. G Cheshire – Head of Mobility Aids Services for the Red Cross states:

"Facilities provided by Big Yellow Storage provided us with a novel, innovative and flexible solution, enabling us to support the NHS during the Coronavirus crisis. These facilities enabled us to deliver the right solutions to the right places.

We are incredibly grateful for the support from Big Yellow Storage and look forward to developing a longer-lasting relationship with Big Yellow Storage."



### The London Children's Ballet Moves into Battersea

Our new store in Battersea opened in November 2020 and a separate section of it has been fitted out for the London Children's Ballet as part of Big Yellow's Section 106 obligations.

R Brill – Artistic Director, LCB states:

Thanks to the generosity of Big Yellow we have been able to create bespoke new premises – complete with two dance studios, open plan offices, meeting room, bathrooms, changing rooms, and storage for our complete collection of costumes from LCB productions, all under one roof. The dance studios are finished to the highest professional standards, with top quality Harlequin sprung dance floors, ballet barres and mirrors – the best in the industry.

The LCB Studios also offer us the opportunity to work closely with the Borough of Wandsworth to expand our outreach and charitable work and engage in more depth with the local community. It is great to have secured our presence here and be part of the area during a period of extensive regeneration.

“ Big Yellow does it's best to help  
**the communities**  
**we serve** ”

## 4. Our communities (continued)

### B. Community Engagement

#### Engaging our Customers in supporting worthy causes

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 donate to the Foundation. We look at how often customers are happy to donate money. This is an internal KPI and target. Please read more about customer engagement in the Our Customers section of this document.

#### Engaging our neighbours in the early stages of establishing a new store

Community engagement happens even before a store is open: our Planning and Development team engages with all relevant local stakeholders, such as local residents and businesses where a new store is to be built. This is often part of a formalised process, which includes local authorities. Please read more about how we meet Stakeholder expectations here.

#### Employee Volunteering

In November 2019 we reviewed our objectives for a successful Employee Volunteering Programme. A rethink was necessary as combining our employee volunteering whilst supporting the specific volunteering programmes offered by our Big Yellow Foundation Charity partners proved too complex to manage.

Our aims restated:

- volunteering should be engaging, and ideally provide stretch to the participating individual wherever they are based and irrespective of the work they do; and
- volunteering can meet our broader CSR agenda, rather than the particular topics covered by our Big Yellow Foundation charity partners.



We felt these objectives would be better met via a 3rd party platform and so we selected Ethical Angels, purchasing a number of licences, and working with Ethical Angels to implement the programme.

During 2020 we made the difficult decision to pause the full roll-out of the volunteering programme in the hope that 2021 would be a better time to engage and enthuse our colleagues.

#### Targets

We have left our 2022 target for volunteering opportunities in place as once the platform is rolled out, all stores will be on-boarded and individuals can apply for licences if they so wish.

We foresee that 10% of employees volunteering in any given year is a realistic target to maintain; having changed the mechanism for achieving that through a volunteering platform, we look forward to the time when we can fully deploy that.

Year Ended 31st March	2019	2020	2021	Target to 2022
% of stores with Volunteering opportunities	53%	53%	0% <sup>6</sup>	100%
% of volunteering days executed	6.4%	0%	0%	10.0%

#### Work and work experience

This year, Bounce Back Social Enterprise worked with ISG, one of our construction partners, to deliver our new Bracknell store. ISG have produced a case study of this partnership.



[Please find out more here](#)



[6] Roll out on hold during the Pandemic



## 4. Our communities (continued)

### 4.6 Big Yellow Foundation

During the year, the Big Yellow Foundation adopted a seventh charity partner: Street League; together with our six existing partners (Bounce Back, Breaking Barriers, the Back Up Trust, the Down's Syndrome Association, Hire a Hero and St Giles Trust) they form our permanent Foundation charity group.

The Foundation has posted its annual report and accounts, which can be found on the charity commission website.

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

Big Yellow and our 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 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 for the financial year commencing 1 April 2021.

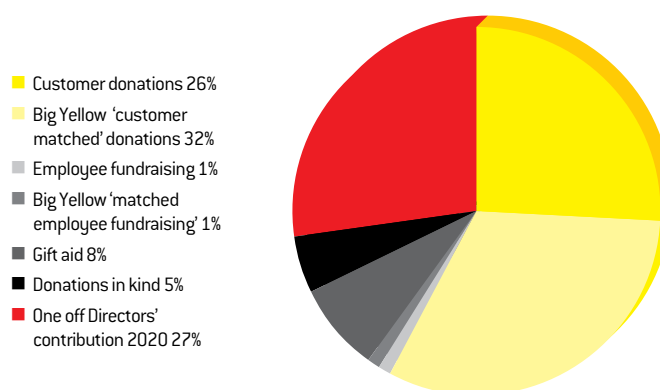
The Big Yellow Foundation's income in the last year was £223,243. This consists of customer donations, Big Yellow donations, Directors' one-off donations, employee fundraising and Big Yellow matched employee fundraising donations and Gift Aid.

As the Foundation's income is dependent on customer move-ins, the Pandemic had impacted the income dramatically during the first Lockdown.

Both the Big Yellow business, as well as the Directors and Non-Executive Directors, stepped in to ensure the Foundation could continue to pay out grants at a time when all charities were struggling.

The Foundation paid out just over £146,000 to its seven charity partners in the last year.

In addition to the Trustees' time and the Steering Committee's time, 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.



Year ended 31st March	Customer Donations	Big Yellow 'Customer Matched' Donations	Employee Fundraising	Big Yellow Matched Employee Fundraising	Other Big Yellow Fundraising initiatives	Gift Aid	Donations in kind	Directors' contributions <sup>(?)</sup>
2019	37%	48%	3%	3%	3%	n/a	7%	n/a
2020	45%	45%	2%	1%	0%	1%	6%	n/a
2021	26%	32%	1%	1%	0%	8%	5%	27%

### 4.7 Next Steps

#### Work placements

We were hoping to continue to develop our work placements during the year. Work placements involve an individual spending time in one of our stores or at our Head Office to allow them to get a real experience of working in one of our business areas. With social distancing and our efforts to keep face to face interactions to an absolute minimum in order to keep our colleagues and customers safe pausing our work placement programmes seemed the most appropriate step to take.

We look forward to re-evaluating some of these opportunities with our charity partners as soon as it is deemed safe to do.

#### Employee Fundraising

A number of physical fundraising activities had to be postponed due to Covid-19 – however, colleagues held a virtual fundraising quiz and with the restrictions easing during March 2021, c 20 colleagues are currently holding or planning to hold various fundraising events.

“ A big  
**Thank you**  
to our Directors and  
Non-Executive Directors  
for their generous,  
personal donations ”

*From all at The Big Yellow Foundation*

(?) One off donation for the FY 2020/21



## 5. Our customers

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

We are very pleased to say that we have been able to continue to serve our customers during all three Covid-19 related Lockdowns; playing our part in keeping businesses going and helping our customers to manage key events in their lives, both predictable and unpredictable.

### 5.1 Introduction

At Big Yellow, the health and safety of our team members and customers is our principal priority, and this has never been more so than during the Pandemic. Our storage facilities are large buildings – but not crowded places – and generally we have a low intensity of use.

At the beginning of the Pandemic we provided PPE appropriate for our team members to use and carried out risk assessments to confirm our stores remain Covid-19 compliant, with appropriate measures, including by way of example:

- we have provided Perspex barriers, floor distancing markers, face coverings, protective gloves, hand sanitisers and other washing facilities;
- all our customers must wear a face covering at all times when in our reception area or in our storage area;
- our staff wear a face mask at all times when dealing with customers in our reception or storage areas;
- we have installed appropriate Covid-19 customer signage, which is kept under review;
- our reception doors are closed, and only a limited number of customers are allowed into our reception area and lifts at any one time;
- only one customer is allowed in a lift at a time;
- we have intensified the daily cleaning levels of our storage facilities, especially in the most commonly touched points; and
- the vast majority of our team members drive, cycle or walk to work and we have encouraged more to follow suit; in the first Lockdown we paid for staff to get taxis to work, rather than use public transport.



### 5.2 Sustainable Development Goals (SDGs)

We have adopted one Sustainable Development Goal that best reflects how we address our 'Customers' Responsibilities, namely:

- Healthy lives and well-being for all ages.

We have been working hard to keep all of our customers safe during the Pandemic.

## 5. Our customers (continued)

### 5.3 Customer Highlights

We responded promptly to meet the needs of our customers during the Pandemic: we continued operating but with reduced reception hours during the first Lockdown, reminded customers that out of hours access was an available option and ensured our store environment was clean.

Our NPS (Net Promoter Score) for combined move-in and move-out responses was 82.9.

Strengthening our Customer Engagement activities with:

- strong social media content;
- engaging customer journey content;
- visibility of our commitment to using renewable energy through in-store displays as well as a centralised solar generation display on our corporate site; and
- continued engagement with our Big Yellow Foundation – over one third of customers donate at either move-in or move-out stage.

All of our stores now have an EPC (Energy Performance Certificate) rating, with 99% of our stores in the 'Green range' – making our customers aware of the energy efficiency of the store that they use.

### 5.4 Active Customer Engagement

During the year we have built on our existing engagement activities, such as our investment in renewable energy and the Big Yellow Foundation and created marketing-driven initiatives to strengthen customer engagement.

So far, our changes have been well received and we look forward to developing these further.

### 5.5 Social Media Content

We delivered a comprehensive Social Media strategy that has explained our wider CSR activities, be that our Big Yellow Foundation or one of its seven charity partners; the environmental aspects of our new stores; the recognition we gained within the ESG space; or stories of how we have helped our local community remain resilient during challenging times by providing discounted storage space or free storage space.

### 5.6 Customer Journey Content

From the many positive customer responses to our Social Media content, we know that our customers are engaged with our social and environmental activities. We feel confident that our environmental and social programmes are important to them and our customers therefore trust that they are dealing with a company that takes its responsibilities seriously.

We felt that we could do more to engage potential customers early on in their journey to become a Big Yellow customer, so we are now showing our web visitors small messages highlighting some of our CSR initiatives. These take the form of quick animations within the quote journey, just before the storage price is shown.

We have been working on three individual messages; the first two of these were delivered during the year.





## 5. Our customers (continued)

### 5.7 Customer Surveys

Throughout the year, our Operations Team monitor our customers' satisfaction via an external survey tool. This survey tool invites our customers to provide specific feedback on the service they received; please see what we measure and report on in the KPI section and for specifics on how we gather feedback and how we use it, please go to the 'More Information' section below.

### 5.8 Solar Generation - making our commitments visible

We are committed to generating renewable solar energy where possible and have launched a significant solar investment strategy over the next few years. Needless to say, we are proud of this commitment and would like to share progress with all our customers.

We have linked the generation meters from our solar installations to our Corporate website [Sustainability section] where we display the energy generated from all of our stores on an hourly basis and a 'total generated this calendar year' basis.

### 5.9 Big Yellow Foundation

The Big Yellow Foundation now supports seven charity partners, who in turn support a large number of individuals to 'help vulnerable people lead brighter lives', be it people with physical or learning disabilities, young people from disadvantaged backgrounds, ex-offenders, refugees, or ex-service personnel.

Big Yellow Group donates £1.00 for every customer move-in and our store teams invite our customers to join us and in turn donate to our Foundation. If our customers donate more than the amount generated through Big Yellow's move-in donations, Big Yellow will top up their donation so that customer donations and Big Yellow donations match.

Approximately 1/3 of customers join us in making donations; some donate a few pence; others make significant donations – together we make an incredible difference to the charities we support, and we invite you to read the Big Yellow Foundation's annual report to find out more. Our customers' engagement with our Foundation – and therefore the causes we support – has not lessened during the year and we would like to say a big Thank You to all of our customers who have donated so generously.

### 5.10 KPI's

We report on the following aspects:

- **Our Customer and Visitor Health & Safety** – please refer to the Health & Safety section of this report
- **Our 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

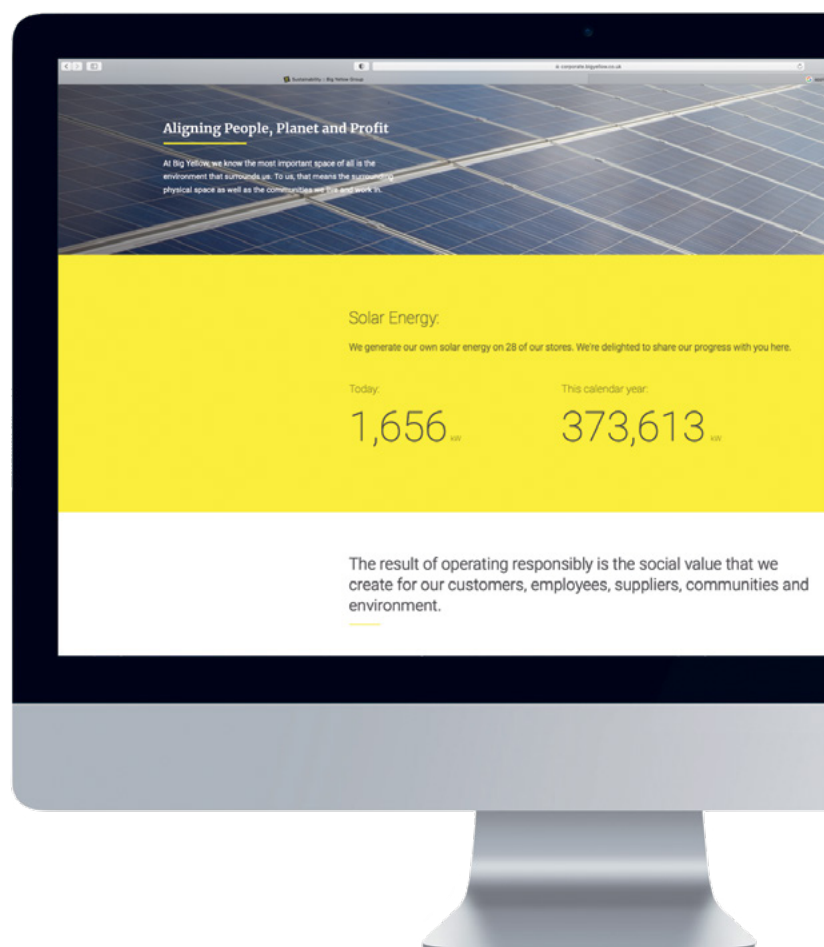
The questionnaire used to survey customers after they have completed their move in or move out with us now contains the following question: 'Did the team member mention the Big Yellow Charity Foundation to you during your move in?' and after they have moved out is: 'Did the team member mention the Big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

We obtained pleasing results from our surveys:

% Customers who responded 'Yes' to the following questions

Year Ended 31st March	2019	2020	2021
Did the team member mention the Big Yellow Charity Foundation to you during your move in?	61%	71%	73%
Did the team member mention the Big Yellow Charity Foundation to you during your move out?	54%	68%	67%

It is pleasing that the Foundation is able to increasingly engage our customers; despite the Pandemic and general uncertainties during the last year. Our employees are also delighted with this result, as it all helps to increase the money we raise for our seven charity partners.



## 5. Our customers (continued)

### 5.11 Targets

We set internal targets on:

- Customer and general Health & Safety
- Store move in and move out Foundation donation conversion rates
- Customer service standards measured through both a mystery shopping program and direct feedback from our customers
- The success or otherwise of the CSR messages integrated into our Customer Quote Journey

### 5.12 Next Steps

We would like to explain the goals of the Environmental aspects of our stores and our business better and more succinctly and are developing solutions to allow us to achieve this. We look forward to unveiling this in the new financial year – please keep an eye on our social media channels.

### 5.13 More Information

More information on how we gather and use customer feedback.

#### (A) Gathering customer feedback

a) Customer Experience programme – potential (prospects that do not move in with us) and actual customers are emailed surveys to complete about their experience with our company – all feedback goes directly to our stores.

1. Prospects Not Moved In – survey sent to all prospects who enquire (& happy to receive further contact) seven days after date required storage and requests feedback on the customers enquiry journey with the store and the reason for not moving in.

2. Move Ins – 80% of customers who move in are sent a survey day after move in and requests feedback on their customer enquiry journey with the store and the actual move in. This survey includes a question on the Foundation, as per the KPI section.

3. Move Outs – All move outs who stay 4 weeks or more receive a survey 7 days after move out requesting feedback on their reasons for moving out and service received during their stay. This survey includes a question on the Foundation, as per the KPI section.

b) Trustpilot reviews – 5% of customers who move are sent a request to complete a Trustpilot review.

c) Google Reviews – 15% of customers who move are sent a request for a Google Review.

d) Any direct customer communication – such as emails via the website direct to Bagshot – these are always shared with the store, line management and the Senior Operations Team.

e) Emails direct to the store from customers – stores share these with their Area Managers / Senior Ops Team.

f) Mystery Shop programme – all stores are mystery shopped a number of times a year and our Customer Services Centre have regular mystery shops each month to measure customer experience standards and selling standards are maintained.

#### (B) Responding to customer feedback

Obtaining customer feedback is important, as it allows us to gauge how we are doing; have the opportunity to address any issues as swiftly as possible, including address any internal process or training issue; and lastly reward our teams:

##### 1. General Engagement

Survey return rates are a good way of seeing how engaged our customers are. The return rates we obtain are excellent, c. 19% for move ins and 12% for move outs. From the over 300,000 surveys that are sent to prospects who did not move in every month a 0.5% return rate is achieved. These figures are way above average survey return rates.

##### 2. Resolving Any Issues

Feedback can be positive i.e. an affirmation that what we are delivering versus customer expectations. Negative feedback is responded to within 48 hours by the Area Manager, whose aim is to listen and hopefully resolve the complaint, to ensure the experience is not the customer's "Lasting Impression". Only 0.7% of surveys returned provided us with negative feedback. The Area Manager can then use the information received from the customer to coach / train team members where skills are missing.

##### 3. Rewarding our team members

Store team members are recognised and rewarded for delivering an excellent Customer Experience with the NPS result being a part of the stores quarterly bonus awards.





## 6. Our suppliers

At Big Yellow, our suppliers are an integral part of our business. Many have become trusted partners and help us deliver on our environmental and social commitments.

### 6.1 Introduction

We have c. 600 direct suppliers in total, 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.

### 6.2 Sustainable Development Goals (SDGs)

We have adopted one Sustainable Development Goal that best reflects how we address our 'Suppliers' Responsibilities, namely:

- Healthy lives and well-being for all ages

We have been working hard to keep all of our suppliers safe during the Pandemic.

#### How we manage our suppliers

We manage our suppliers on a decentralised basis, with each Company 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 five or more 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.

Most of our suppliers provide professional, highly skilled advice and services.

#### Supplier engagement

This year, we have engaged with our cardboard box suppliers to ensure that the material for the boxes we sell comes from sustainable sources that do not contribute to deforestation.

All of our suppliers have been able to provide us with chain of custody documentation assessed and certified by SGS (An Inspection, verification, testing and certification company).

#### Supply chain risks

We provide a full update of supply chain risks as part of our reporting on the UK Modern Slavery Act. However, as we do not report on the Modern Slavery Act until later in the year, we would like to provide a brief update here: in July 2020 both our Construction team and our Facilities team engaged with their relevant partners and suppliers to prominently display our anonymous whistleblowing helpline.

Our construction partners have been displaying the poster in our construction site offices; our Facilities contractors in our store communal areas.

The poster is kept unbranded on purpose to re-enforce the message that any calls are treated in confidence; in March 2021 we had changed the contact details for our Whistleblowing Hotline as the existing supplier has merged with a second provider; we have been migrated to the new supplier's platform.

### 6.3 Supplier Highlights

- We are happy to report that we have been able to retain our Prompt Payment Code ("PPC") performance certificate due to our continued strong payment performance.
- We have been recognized as a Supplier Engagement Leader by the Carbon Disclosure project
- We have conducted a spend-based Scope 3 Footprint assessment
- We have successfully rolled out our Invoice Approval and Processing software, which utilises Optical Character Recognition technology to automatically capture invoice data, significantly increasing our capacity to process invoices. The software has enabled us to move towards a paper-free purchase invoice process.
- We continue to deliver strong payment performance:
- We paid 58% of invoices within 30 days and a further 39% between 30 and 60 days.
- Our average time to pay an invoice: 32 days.

No issues were raised to us via our confidential Whistleblowing Helpline in the last financial year.

## 6. Our suppliers (continued)

### 6.4 Supplier 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.

#### Prompt Payment Code

During the year, the Office of the Small Business Commissioner wrote to all signatories of the Prompt Payment Code to inform them of enhanced requirements, namely:

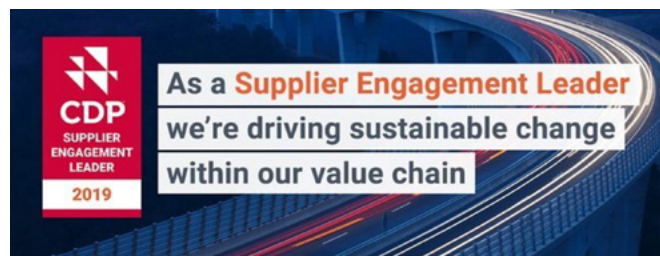
- The Chief Executive or Finance Director should sign or submit the application to join the Code.
- A logo will be provided to existing and new signatories of the Code in a variety of formats, with clear guidelines about how and where it can be used.
- The Code requirements are restricted to UK invoices, and inter-company transactions are out-of-scope.
- Compliance will be measured using the Payment Practice Reporting (PPR) data, where appropriate. For signatories outside the scope of PPR, an annual declaration that the business has met, is meeting, and will continue to meet the Code requirements will be required. This declaration must come from the Chief Executive or Finance Director.
- The Code administrators will approach signatories to discuss supplier concerns received directly from a supplier, from a third party, or from intelligence received.
- And most significantly: a new requirement to report specifically on payment performance to small businesses with the aim of paying 95% of businesses with 50 employees or fewer within 30 days.

This will require us to capture the number of employees our suppliers employ and will need to be incorporated into our processes and systems. It is estimated that implementing this new requirement may take up to 6 months.

We remain committed to signing up to the Prompt Payment Code and we are working actively on embedding solutions.

We pay 97% of our invoices within the 60 days set out the code, with 58% of our invoices being paid within 30 days.

Days	Apr – Sep 20 Number of invoices	% paid	Oct 20 – Mar 21 Number of invoices	% paid	Total number of invoices FY 2019/2020	% paid
< 30	2,813	50%	4,184	64%	6,997	58%
30 – 60	2,607	47%	2,125	33%	4,732	39%
> 60	194	3%	184	3%	378	3%
<b>Total</b>	<b>5,614</b>		<b>6,493</b>		<b>12,107</b>	



### 6.5 CDP Supplier Engagement Rating (SER)

Background to the SER: An organization's average upstream emissions are around 11.4 times greater than their direct operations – which shows how vital supplier engagement is to achieve ambitious climate goals, such as science-based targets.

Following CDP's 2020 global score release, companies responding to the full version of the CDP climate change questionnaire also receive a Supplier Engagement Rating (SER) in addition to their climate change score. The companies with the best SER are celebrated as "Supplier Engagement Leaders" – which this year is the top 7% of companies who disclosed to the full climate questionnaire we were recognised as a "Supplier Engagement Leader" in February 2021.

The SER provides a rating for how effectively companies are engaging their suppliers on climate change; CDP assesses performance on supplier engagement using a company's response to selected questions on governance, targets, Scope 3 emissions, and value chain engagement in the CDP climate change questionnaire.



## 6. Our suppliers (continued)

### 6.6 Scope 3 Emissions – Our Footprint

Having established a robust approach to collecting and reporting Scope 1 and 2 emission data over the last four years; we also now wanted to understand our Scope 3 Footprint better. We believe that understanding our wider environmental impact allows us to be better prepared to meet future opportunities and challenges. Assessing our Scope 3 Footprint was a necessary first step to understand material aspects of our extended value chain.

We have published our Scope 3 Assessments on our Corporate Website, Case Studies. We intend to develop plans to address these in the near future. We furthermore intend to use our Scope 3 work to set science-based targets later during 2021/22.

The Scope 3 Footprinting activity looks to understand, define, and quantify the emissions in each of the 15 Scope 3 categories as defined by the GHG Protocol Value Chain guidance. Our spend-data based assessment has highlighted areas where we may focus on gathering better quality data and / or areas where we can take actions to address, by for example continuing to invest in electric vehicle charging pods to allow our customers to reduce their carbon emissions.

Scope 3 upstream	Scope 1 and 2	Scope 3 downstream
<ul style="list-style-type: none"><li>■ Purchased Goods and Services</li><li>■ Capital Goods (Construction)</li><li>■ Commuting</li><li>■ Waste</li><li>■ Mileage</li></ul>	<ul style="list-style-type: none"><li>■ Electricity use in store</li><li>■ Refrigerant gases</li><li>■ Fuel from our maintenance van</li></ul>	<ul style="list-style-type: none"><li>■ Boxes (end of life treatment)</li><li>■ Customer travel to our stores</li></ul>

### 6.7 Targets

We set internal targets on:

- Addressing issues raised via our Whistleblowing Helpline

We set external targets on:

- Supplier payment terms: we aim to meet all requirements of the code by 18th June 2021.
- Scope 3 Emissions: help our customers to lead more sustainable lives by investing in Electric Vehicle (EV) charging pods at all new store developments, where space permits.

### 6.8 Next Steps

- Deliver the amended reporting requirements for small businesses as part of the Prompt Payment Code obligations.
- Continue work with our internal Heads of Departments to reduce invoice approval times, where possible.
- We switched Whistleblowing Helpline suppliers in February 2021 – all suppliers will be asked to download the new guide / poster and replace the old one.
- We will work with the relevant departments to assess our data gathering options to improve our material Scope 3 assessments.

### 6.9 More Information

We want to work with suppliers and partners who share our values and who can meet our standards and expectations. 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.

We continue to engage with high risk suppliers directly; our initial approach is and will remain collaborative, as we see the opportunities to support our suppliers in making the necessary adjustments.

## 7. Our health & safety

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 Policies, Risk Assessments, performance, and records on a quarterly basis. The Policies cover two distinct areas - our routine store operations and our fit-out construction activities.

### 7.1 Introduction

As we navigated various measures, such as local restrictions and national lockdowns throughout the year, we have continued to do our utmost to protect our staff, our customers, and our visitors as much as possible by, amongst other measures:

- issuing specific guidance on relevant controls, restrictions and rules; amongst other areas on (additional) cleaning procedures;
  - making available extra cleaning products and protective equipment, such as hand sanitiser gel, facemasks, and gloves, available to customers and staff;
  - introducing temporary home working for all office-based staff who could work from home; we have since updated our working from home policy to facilitate this for office-based staff; and
  - temporarily adjusting our reception trading hours and controlling access to our store receptions to minimise the risk of the virus spreading.
- Our staff suffered 6 minor injuries, for a variety of reasons, including cuts and trips.
  - There were 7,111 'Person Days' worked on new store construction 'Fit-out' projects in 2020/21. This work was on our new store developments in Camberwell, Battersea, and Bracknell, as well as the last two weeks in March in Uxbridge. There were no reportable accidents for our Construction Fit-Out activities.
  - During the year, we opened our new stores in Bracknell, Camberwell, and Battersea. The Considerate Constructor Schemes ("CCS") for the three newly opened stores were as follows: Camberwell 40; Bracknell 38; and Battersea 37.
  - Camberwell achieved the highest CCS score we have ever achieved and received praise for how its Covid-19 measures were implemented.

### 7.2 Health & Safety Highlights

Covid-19: We do not usually report on sickness and absence during our year and do not intend to do so this year. We have had a number of staff self-isolating and some have reported Covid-19 symptoms. We are asking staff with symptoms or underlying health conditions to stay at home / work from home in order to protect themselves, their colleagues, and our customers.

To date, we are pleased to report that none of our current employees have lost their lives due to Covid-19. Furthermore, we can report our highlights this year as follows:

- There were no "Fatal Injuries, Notices or Prosecutions" in any part of our operations during the year ended 31 March 2021.
- A formal internal meeting was held on 14 May 2020 to review Store and Head Office working policies in conjunction with the Government's advice for Covid-19. Signs and Posters have been displayed around reception and loading bays areas, following this meeting. A follow-up meeting was held on 18 January 2021 to review our advice and no changes were needed.
- Our external H&S consultant reviewed the implemented Covid-19 policies in November 2020. There was no adverse feedback.
- Out of the 37 minor injuries to our customers, over 72% were the result of minor cuts. All but one of these could have been avoided by wearing gloves.



## 7. Our health & safety (continued)

### 7.3 KPIs

#### Store Customer, Contractor and Visitor Health & Safety

Year Ended 31 March	2018	2019	2020	2021
Number of Customer Move-ins <sup>8</sup>	73,662	73,293	70,661	<b>66,366</b>
Number of Minor Injuries	61	55	56	<b>37*</b>
Number of Reportable Injuries (RIDDOR)	1	4	0	<b>2*</b>
RIDDOR per 100,000 Customer Move-ins	1.3	5.5	0.0	<b>3.0*</b>

\* Indicates data reviewed by SGS as part of their assurance work. See page 53 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	2018	2019	2020	2021
Average Number of Staff <sup>9</sup>	335	347.3	361.1	<b>369.8</b>
Number of Minor Injuries	13	14	10	<b>6*</b>
Number of Reportable Injuries ("RIDDOR")	1	0	0	<b>0*</b>
AIIR per 100,000 staff	299	0	0	<b>0*</b>

\* Indicates data reviewed by SGS as part of their assurance work. See page 53 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	2018	2019	2020	2021
Number of Total Person Days worked	2,726	2,473	2,667	<b>7,111</b>
Number of Minor Injuries	3	2	1	<b>7*</b>
Number of Reportable Injuries (RIDDOR)	0	0	0	<b>0*</b>

\* Indicates data reviewed by SGS as part of their assurance work. See page 53 for the independent assurance.

Notes: RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

### 7.4 Targets

Our health and safety performance has been maintained at a pleasing level 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 many aspects, such as forklift driving, and we enforce strict rules on who can drive forklifts at our facilities.

Our most frequent incidents happen when our customers move in and stack their possessions, not heeding relevant safety considerations, such as wearing gloves. We remind our customers to take sensible measures at this point through email advice and posters in our stores.

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.

Covid-19 is testing the resilience of our work force, customers and visitors and we have been very impressed with the dedication our employees have shown. Our commitment to keeping everyone as safe as we possibly will continue.

### 7.5 Next Steps

The processes we have put in place at the beginning of the Pandemic have proved robust and so we will continue providing relevant equipment to keep our employees, customers and visitors safe – we will continue taking these measures as long as is necessary.

### 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 the 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 People & Development, the Head of Estates & Facilities and our external Health & Safety consultant.

Our external Health & Safety consultant regularly 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. They have paid particular attention to our Covid 19 policies and have found them to be fully fit for purpose.

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 also 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 these meetings by the Facilities Team and the minutes are reviewed by each Area Manager to raise any issues with our Facilities or Human Resources Teams, where necessary.

During Covid-19 the business introduced an operations working group that filtered issues straight from employees to senior decision makers via a specific email address – this allowed swift, companywide policy and process adjustments to be made.

(8) Please note this number is provided by the central finance team and audited as part of our third-party financial audit. Any normalising data is not assured by SGS.

(9) FTE is used



## 8. Our environment

Building on our strong environmental performance to date, this year we have launched our Net Renewable Energy Positive and our Net Zero Emission strategy which sets out our long term commitments to 2030 and 2040.

### 8.1 Introductions

This CSR Report is structured to provide high-level information on our four key areas of reporting (Energy, Emissions, Water and Waste), and replicates that structure for the relevant EPRA data and metrics.

### 8.2 Sustainable Development Goals (SDGs)

We have adopted four Sustainable Development Goals that best reflect how we address our Environmental Responsibilities, namely:

- **Access to affordable, reliable, sustainable and modern energy for all:** our Net Renewable Energy Positive ("NREP") Strategy and Net Zero Emissions Strategy means we aim to generate enough renewable energy to cover our operational energy needs by 2030 – and exceed that if possible. Please see section 8.3 for more information;
- **Inclusive, safe, resilient and sustainable cities and human settlements:** our Property & Construction teams consider a range of positive attributes for our stores to enhance their immediate surroundings, such as green roofs, living walls or bat boxes; please see the Sustainable Construction webpages for further information;
- **Sustainable consumption and production patterns:** our use of recycled cardboard and efforts to move away from single-use plastics demonstrates our long-term commitment to helping our customers make more sustainable decisions; please see our 2020 CSR Report for further information;
- **Take urgent action to combat climate change and its impacts:** our NREP Strategy and Net Zero Emissions Strategy will allow us to carbonise our business and play our part in limiting future Global Warming. Please see our Climate Risks and Business Risk section of this CSR Report on specific impacts we have identified and steps we have taken to address them.

This CSR Report is structured to provide high-level information on our four key areas of reporting (Energy, Emissions, Water and Waste), then replicates that structure and provides all the relevant EPRA data and metrics.

### 8.3 Environmental Highlights

- We have launched our Big Yellow NREP Strategy this year and set out our targets, approaches, review mechanisms, investment decisions and long-term goals – please see below.
- We installed 6 new Solar PV systems during the year; 3 on existing stores and 3 on our newly opened stores in the last year. We now have an estate with 28 Solar PV installations – this has increased our renewable electricity generation by 15% from the prior year.
- Our stores with Solar PV Installations generate just under 18% of their total energy need (solar + electricity).
- Despite the opening of three new stores, our absolute electricity use shows a small decrease of 2.3%; our like-for-like store portfolio electricity use has a stronger decrease of 3.3%.
- As of October 2019, we purchase REGO-backed 100% renewable electricity from Opus Energy, which allows us to report our market-based electricity as 'zero carbon'.
- We conducted a Scope 3 Footprint assessment to further our understanding of our wider impacts. Please access the FY2019/20 outcomes [here](#).



Credit: Marlies Boydell



## 8. Our environment (continued)

### 8.4 NREP Strategy and Net Zero Emissions Strategy

The Environmental Committee researched, designed, and proposed the company's NREP Strategy and Net Zero Emissions strategy during the last year. This was approved and adopted by the Company at its Sustainability Committee meeting held on March 24th 2021.



Please find out more here

We have developed a standalone strategy document: 'Big Yellow Net Renewable Energy Positive Strategy and Net Zero Emissions Strategy- Pathway to 2030 and 2040'.

This document is based on the Better Building Partnership 'Net Zero Carbon Pathway Framework' and covers Big Yellow's pathway to Net Renewable Energy Positive and Net Zero Scope 1,2 and 3 Emissions.

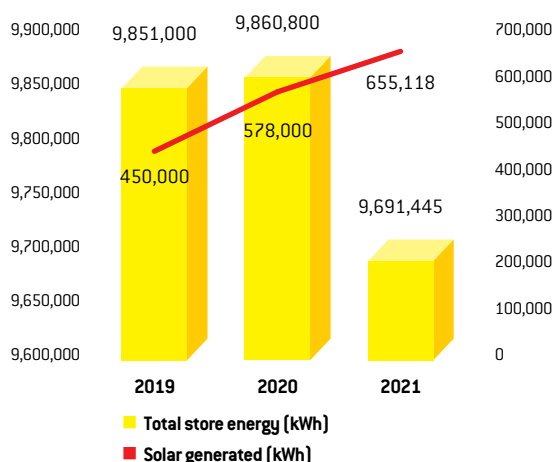
As part of the NREP Strategy and Net Zero Emissions Strategy, the Sustainability Committee approved budgets to deliver:

- Retrofitting of 36 stores with solar PV installations.
- Adding further solar PV installations to 12 stores that have existing smaller systems.
- Removing gas boilers from our 8 stores currently heated with gas.
- Switch our petrol vehicle to an electric vehicle.
- Pilot – and subsequently deploy – battery storage at our stores, when feasible.

There are a number of variables we are faced with in delivering the NREP Strategy and Net Zero Emissions Strategy through to 2030; we intend to report on progress on an annual basis as part of this CSR Report. We may also update the strategy document from time to time, as the progression of the work will indicate new options becoming available to us to also consider.

We will be reporting on our solar energy generated v our energy consumed (gas consumption will be included until the gas boilers have been phased out).

**Big Yellow store energy need and self generation**  
– visual representation of 'direction of travel'



This is a new graph for 2020/21 – it will accompany our NREP Strategy and Net Zero Emissions Strategy narrative over the coming years as we work on replacing grid bought electricity with the amount of solar electricity that we generate.

Please note, Store Energy consists of gas, electricity and the solar generated and used on site.

Once we have set a science-based Net Zero Emissions target, we will introduce emission specific metrics to plot and communicate our progress.

### 8.5 Energy

#### Introduction

Our environmental impacts consist of energy used to heat, light, and operate our stores (lighting, lifts, systems, and controls etc.) and to a much smaller extent the fuel used to drive a maintenance van.

It is worth noting that we have been investing in our energy efficiency since 2007 and have now reached a point in time where any additional programmes deliver much smaller returns.

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. These achieved both electricity use reduction and sustainable electricity generation across our store portfolio. Our lights are on timers, that change throughout the year to reflect the longer and shorter daylight days.

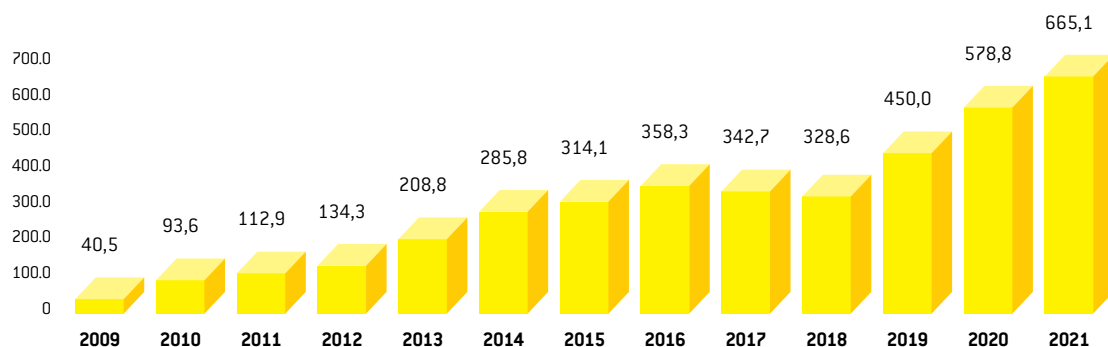
From 2013, our investment in energy efficiency programmes such as internal and external LED re-lamping across the store portfolio and the installation of larger capacity (50kWp) solar panels (at ten of our stores) has further reduced our absolute electricity use.

Between 2013 and 2017 we spent just over £540,000 on LED upgrades at all our stores.

## 8. Our environment (continued)

### Long Term Solar Electricity Generation (2009 to 2021)

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. We now have 28 stores that generate renewable solar electricity.



#### Highlights:

- We have achieved a 60% improvement on energy intensity from our base line year 2011;
- We have introduced a new Energy Management process to ensure a faster response where stores' consumption patterns do not match historical trends;
- We present the most comprehensive energy data in the EPRA section – our EPRA reporting last year achieved 'Gold' status – some of the longer term KPIs are presented below.

#### Store Portfolio Long-term Electricity Use

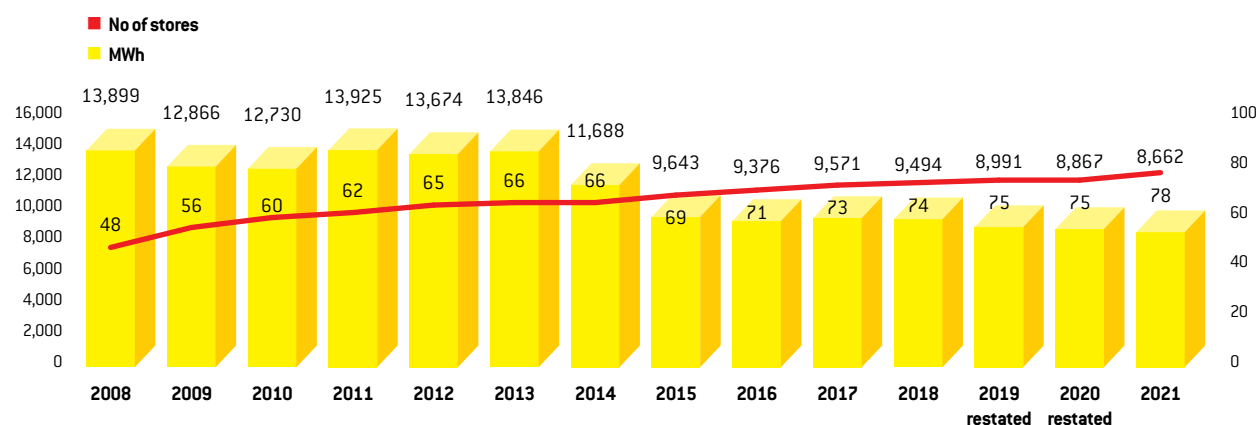
The chart shows how grid bought electricity used in our stores between 2008 and 2021 has changed over time: With increasing store numbers, our long-term electricity use is still remaining pleasingly stable. This is because new stores coming on board are built efficiently, using best technology available and come ready equipped with solar PV installations.

Some of our stores rent out roof space to a company that installs and operates telecoms mast. The telecom masts are powered via our stores' electricity supply, increasing the total store energy consumption. This additional energy became a material percentage of our emissions during 2018/19. As the masts are not within our control, we are removing their electricity consumption from our total and have restated affected electricity, energy and emission data in this year's report.

Indicators that have been restated have been clearly marked as such. Further information can be found in our Basis of Reporting 2020/21 document.

This adjustment has resulted in a decrease of electricity used.

### Long-term store grid-bought electricity (MWh)



Notes: [R] indicates where data has been restated. Please see the Basis of Reporting document for specific information

## 8. Our environment (continued)

### Renewable Energy Generation, Savings and Materiality

#### Onsite Solar 'Self Supply' Generation

Year ended 31 March	2011 (base year)	2019	2019 restated	2020	2020 restated	2021
Solar Generation (kWh)	107,074	449,987	449,987	578,394	578,394	665,118*
Total Grid Use (kWh)	13,153,960	9,507,965	8,991,224	9,542,672	8,866,954	8,661,884
Solar generation % of Grid Use (kWh)	1.6%	4.2%	4.8%	5.7%	6.1%	7.1%*
Solar generation % of Energy Use (kWh)	New for 2020/21					6.7%
Solar generation % of grid use in Solar PV stores <sup>10</sup>	n/a	13.9%	n/a	17.3%	n/a	17.7%
Solar use % of grid use in solar stores <sup>11</sup>	New for 2020/21					11.4%

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Please note, with the increase in export meters being fitted at our 9 most recent solar installations, we are now better able to ascertain how much of our onsite generated renewable energy we actually use and have therefore introduced an additional metric of "solar use % of grid in solar stores" for 2020/21.

**"Solar generation % of Energy Use (kWh)" and "Solar generation % of grid use in Solar PV stores" will be our main metrics to report against our NREP Strategy and Net Zero Emissions Strategy.**

#### On-site Solar 'self supply' Generation

Year ended 31 March	2021
Solar Generation (kWh)	665,118
Total Store Grid use (kWh)	8,663,823
Total Grid Savings*	£108,951
Displaced energy savings (£) as solar-only displaced grid electricity during the day (the day rate of 14p has been used)	£93,116
<b>Total savings (£)</b>	<b>£202,068</b>

Notes: total Grid Savings: Solar Payments from Energy Companies = Feed in Tariff + Deemed Export kWh payments = £108,951. Supplied UK Network displaced electricity savings = 665,118 solar kWh x 14p Grid kWh displaced = £93,116

Displaced energy savings (£) as solar only displaced grid electricity during the day, the day rate of 14p has been used = £93,116.

### Energy Intensity

During the year, we have set an energy intensity target of a 60% reduction from our baseline year 2011. We have achieved a 60% reduction in 2020/21.

## 8.6 Emissions

### Introduction

We state our energy use and carbon emissions in compliance with the GHG Protocol Corporate Accounting and Reporting Standard and the Companies and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018.

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

Despite the growth of our business, our Scope 1 and Scope 2 Emissions have reduced year on year. A significant part of this positive trend is the greening of the UK's grid; however, our continued investment in onsite renewable energy such as solar and our efficiency programmes have all played their part in our success to date.

### Highlights

- Absolute Scope 1 and Scope 2 Store and non-Store portfolio saw a decrease of 8.1%. There are three main causes for this decrease: a favourable UK fuel mix; our investment in on-site renewables with six new solar PV installations during the year; and a small decrease of electricity use in stores, likely driven by the lockdowns. We have also removed the energy used to power telecoms masts from our total.
- We have completed our first (spend based) assessment of our Scope 3 Footprint.
- Our market based emissions (from electricity) are now 0 tCO<sub>2</sub>e thanks to our REGO-backed 100% renewable electricity contract.

In addition to our EPRA figures, we also present several longer-term data here, namely:

### Scope 1 and Scope 2 Greenhouse Gas (GHG) Emission Intensity

Our GHG Emissions 'intensity' indicators are based on our average customer occupancy (m<sup>2</sup>), total Group revenue (£) and current lettable area ("CLA" per m<sup>2</sup>). These indicators, along with Scope 1 & Scope 2 CO<sub>2</sub>e and select Scope 3 data used to be reported in the Director's Report of our Annual Report. However, with the new obligations under SECR, the data reported in the Director's Report is more detailed and is based on a slightly different scope. We provide here 'Operational Building Emissions efficiencies' purely for comparison.

(10) Solar generated materiality, electricity, large solar stores only

(11) Renewable energy generated and used onsite(b)

## 8. Our environment (continued)

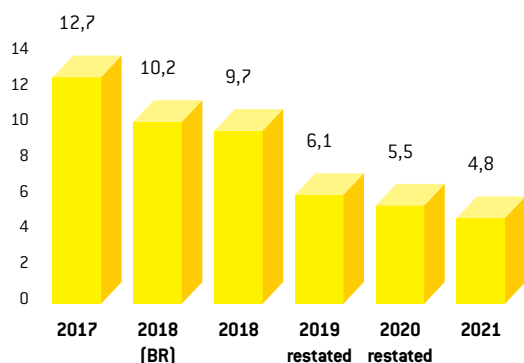
### Scope 1 and 2 GHG Emission Intensity / Occupancy, Revenue & CLA (GHG-Int)

Year Ended 31st March	2019	2019 restated	2020	2020 restated	2021
Total GHG Scope 1 & 2 Emissions location based					
Total tonnes CO <sub>2</sub> e	2,799	2,640	2,571	2,369	<b>2,177*</b>
Total GHG scope 2 Emissions market based					
Total tonnes CO <sub>2</sub> e	New for 2019/20		1,274	1,100	<b>0.0</b>
Scope 3					
Electricity Transmission Losses and Employee Business travel					
Total tonnes CO <sub>2</sub> e	366	366	315	303	<b>250</b>
tCO <sub>2</sub> e/ revenue ('000's£) – Location Based	22.3	21.1	20.6	19.9	<b>16.1*</b>
tCO <sub>2</sub> e/ revenue ('000's£) – Market Based	New for 2019/20		10.2	8.5	<b>0.0</b>
kgCO <sub>2</sub> e/ Occupied space	7.9	7.4	7.2	6.6	<b>5.8*</b>
kgCO <sub>2</sub> e/ CLA (m <sup>2</sup> )	6.5	6.1	5.9	5.5	<b>4.8*</b>

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the electricity used by telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

### Carbon intensity (per cla sq M)



### Normalising data

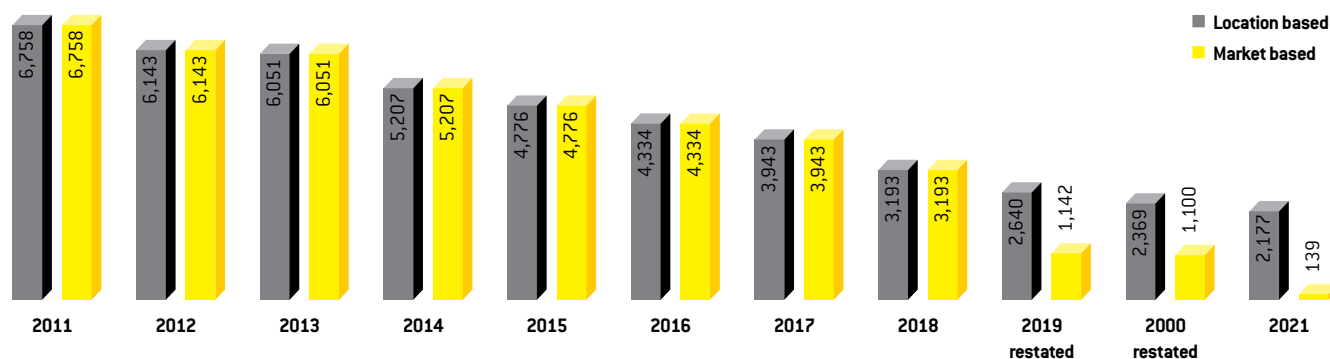
Year end 31 March	2011	2018	2019	2020	2021
Average Occupancy (m <sup>2</sup> )	197,884	344,566	356,190	357,770	<b>373,284</b>
Revenue (£'000)	£61,885	£116,660	£125,414	£129,313	<b>£135,221</b>
CLA (m <sup>2</sup> )	280,512	426,704	430,914	432,785	<b>455,090</b>

Please note these numbers are provided by the Company Finance Team and audited as part of Big Yellow's third-party financial audit. Any normalising data is not assured by SGS.

### Long Term Scope 1 & 2 Greenhouse Gas Emissions Stores (2008 to 2021) and UK targets

We on track to meet the UK Government target to be 'Net Zero' by 2050 target for our Operational Scope 1 and Scope 2 Carbon Emissions reduction. Since the completion of our five-year investment programme in LED lighting and motion sensor controls in 2017, our further emission reductions are largely due to a favourable UK fuel mix. During 2020/21 we have started on a pathway to net renewable energy positive, which we have set out in our BYSS Renewable Energy Positive Strategy and Zero Emission Strategy Document.

### Long Term Scope 1 & 2 Greenhouse Gas Emissions Stores (2008 to 2021)





## 8. Our environment (continued)

### GHG Intensity

Year Ended 31 March	Peak Year 2011	2018	2019	2019 restated	2020	2020 restated	2021	% change from Peak
GHG Intensity: kg CO <sub>2</sub> e/ Customer Occupancy m <sup>2</sup>	34.8	9.7	7.9	7.4	7.2	6.6	5.8*	-83.3%

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the electricity used by the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

### 8.7 Water

#### Introduction

Our in-store water use is very low compared to other warehouse users: 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. Our stores are fitted with low flow taps and we are evaluating further water saving initiatives, where they are relevant.

We have been working on improving our data collection for water and have documented our approach in this year's Basis of Reporting document.

We benchmark our water consumption against the Better Building Partnership's ("BBP") Real Estate Environmental Benchmarks (Water). We have selected: 'Water Benchmarks – Enclosed Shopping Centres' – 'Water Intensity' – Water Intensity by space (litres/m<sup>2</sup> CPA / year).

With a water intensity measure of 78, we're very pleased to confirm that our water consumption remains significantly lower than BBP's 'Good' level.

#### Highlights

- Our water use remains 'not material'.
- Our water use assessed against the Better Building Partnership ('BBP') standards<sup>12</sup> – results show Big Yellow consumption lower than BBP 'good'.
- Scope 3 Emissions from Water Supply and Water Treatment were assured by SGS.

#### Next steps

Work with water supplier to further improve water data quality and completeness.

### Flooding & Droughts

As we have further developed our work as part of the Task Force on Climate related Financial Disclosure (TCFD); "flooding and droughts" have been moved into our Risks and Opportunities section.

### 8.8 Waste

We have equipped our stores with waste bins for general waste and recycling; and we have special collection arrangements for WEEE and lightbulbs. We provide guidance to our store teams via recycling posters.

At each store we've identified the nearest municipal recycling center and display their details for our customers' convenience.

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; our occupied office space at our head office site is excluded as waste collection data falls to our landlord.

During the year we have had increased demand from our business customers for waste services. In several instances we facilitated the separate collection of customers' waste (which is not reported in our figures), but we understand some stores are likely to have permitted Big Yellow bins to be used for customer waste. This has impacted on our performance

#### Summary & Highlights

- Scope 3 Emissions from Store Waste Disposal were assured by SGS.
- We continue to work with our waste contractor and store teams to improve recycling rates and quality of waste data.

[12] BP have refreshed their Real Estate Environmental Benchmarks (Water). We have selected: 'Water Benchmarks – Enclosed Shopping Centres' – 'Water Intensity' – Water Intensity by space (litres/m<sup>2</sup> CPA15 / year).

## 8. Our environment (continued)

### Waste-Abs Tax & Store Waste Supply Chain Costs

Year Ended 31 March	2019	2020	2021	% Change to prior year
Landfill Tax (£)	18,336	22,248	24,083	+8.2%
Total Waste Cost (£)	113,072	138,933	115,154	-17.1%
Mixed Recycling (£)	57,664	69,497	58,076	-16.4%
General Waste (£)	55,008	66,745	55,688	-16.6%
Glass Mixed Recycling	n/a	n/a	832	n/a
Other <sup>13</sup>	n/a	n/a	142	n/a

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

We continue to look for other means to reduce the amount of our waste, but may have to accept an increase as we open more stores and look to support our customers.

## 8.9 EPRA Data

In order to make our Energy, Emissions, Waste and Water data easy to access, we are presenting our figures using the EPRA format. Any questions, please contact [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk).

**Introduction:** Our environmental impacts consist of energy used to heat, light, and operate our stores (lighting, lifts, systems and controls etc.) and to a lesser extent the fuel used to drive a maintenance van. Our stores use water for toilets and staff kitchen, and we generate tertiary waste.

### A. Reporting Scope

#### Reporting Scope – Store and non-store portfolio

Year Ended 31 March		2019	2020	2021	% change from prior year
Nº of applicable properties – store portfolio	Electricity disclosure coverage	75/75	75/75	78/78	+4%
Nº of applicable properties – non- store portfolio		2/2	2/2	2/2	0%
m² of applicable properties 'current lettable area' – store portfolio		430,914	432,785	455,090	–
m² of applicable properties 'average occupied space' – store portfolio		353,936	357,770	373,284	–
%	Proportion of electricity estimated	0%	0%	0%	–
No of applicable properties – store portfolio	Fuel disclosure coverage	8/8	8/8	8/8	0%
m² of applicable properties (CLA)		4,600	4,717	2,169	0%
%	Proportion of fuel estimated	0%	0%	0%	0%

Notes to the above table: The CLA/ GIA data for our non-store portfolio (a warehouse in Maidenhead and our Head office in Bagshot) are currently not reported. Please note we have now fully switched to CLA and will not be reporting GIA anymore.

Like for Like for this year's report (2020/21) excludes Battersea, Camberwell and Bracknell. Like for Like for the FY 2019/20 excludes Manchester. Like for Like for the FY 2018/19 excludes Wapping.

Our non-store portfolio only uses electricity, no gas or onsite renewable energy. The stores with gas are Byfleet, Cardiff, Dagenham, Guildford Slyfield, New Malden, Portsmouth, Slough, Staples Corner. The disclosure coverage for gas is lower than in previous years – we have used 'Actual flexi office occupancy' for the 8 stores in question only, rather than for the entire office portfolio. For further and full reporting scope, please see our Basis of Reporting document.

Reporting Scope – Fit out stage store developments: Battersea, Camberwell, Bracknell and Uxbridge.

[13] Other during 2020/21 consists of: detergents(haz), fluorescent tubes, hazardous waste, WEEE, scrap metal etc

## 8. Our environment (continued)

### B. Energy

#### Elec-Abs – Store Portfolio

		Year Ended 31 March Absolute					
Measurement unit	Indicator		2019	2019 restated	2020	2020 restated	2021
MWh	Electricity	for landlord shared services	9,508	8,991	9,455	8,867	8,662*
		{sub}metered exclusively to tenants	0.0	0.0	0.0	0.0	0.0
		Total landlord-obtained electricity	9,508	8,991	9,455	8,867	8,662*
		% from renewable sources – market based	0%	0%	52%	53%	100%
		% from renewable sources – location based {Solar % of Grid Use}	4.2%	4.8%	5.7%	6.1%	7.1%*
		<b>Total electricity</b>	9,508	8,991	9,455	8,867	8,662*

Notes to the above table

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report. Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores.

Electricity refers to 'grid bought' electricity.

#### Elec-Lfl – Store Portfolio

Year Ended 31 March			Like for Like			
Measurement unit	Indicator		2019	2020	2020 restated	2021
MWh	Electricity	for landlord shared services	8,956	9,379	8,801	8,505
		(sub)metered exclusively to tenants	0.0	0.0	0.0	0.0
		Total landlord-obtained electricity	8,956	9,379	8,801	8,505
		% from renewable sources – market based	0%	52%	53%	100%
		% from renewable sources – location based (Solar % of Grid Use)	4.8%	5.7%	6.2%	6.8%
		<b>Total electricity</b>	8,956	9,379	8,801	8,505

Please Note: Like for Like for this year's report (2020/21) excludes Battersea, Camberwell and Bracknell. Like for Like for the FY 2019/20 excludes Manchester.

Like for Like for the FY 2018/19 excludes Wapping.

Electricity refers to 'grid bought' electricity.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores.

#### Elec-Abs and Elec-Lfl – Non- Store Portfolio

Year Ended 31 March			Absolute & Lfl			
Measurement unit	Indicator		2019	2020	2021	% change from prior year
MWh	Electricity	for landlord shared services	106	97	79	-18.5%
		(sub)metered exclusively to tenants	0.0	0.0	0.0	No change
		Total landlord-obtained electricity	106	97	79	-18.5%
		<b>Total electricity</b>	106	97	79	-18.5%
		% from renewable sources – market based	0%	47%	100%	+212%
		% from renewable sources – location based	0%	0%	0%	No change

Notes to the above table: Our two non-store sites (Bagshot and Maidenhead) have not changed, therefore no separate like for like data is provided.

% from renewable sources – assumes market-based emissions of are Nil (100% renewable energy contract).

The material reduction in electricity use at our Head office was due to the increase in home working due to the Pandemic.

## 8. Our environment (continued)

### Fuel-Abs and Fuel-Lfl – Store Portfolio

Measurement unit	Year Ended 31 March		Absolute and like for like		2021	% change from prior year
	Indicator		2019	2020		
MWh	Fuel	for landlord shared services	590	647	630	-2.6%
		(sub)metered exclusively to tenants	0.0	0.0	0	
		Total landlord-obtained fuel	590	647	630	
		Total Fuel	n/a	647	630	
		% from renewable sources	0%	0%	0%	No change

Notes to the above table: Gas is a legacy set up 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.

### FUEL-ABS – Bagshot & Maidenhead –

Bagshot and Maidenhead use electricity exclusively, no fuel use to report.

**ENERGY-INT:** Energy consists of electricity and gas as well as on-site generated solar energy from our roof mounted solar PV systems. We have deducted the onsite generated solar energy that was exported from the total – please see our Basis of Reporting document for approach used.

Year ended 31 March

EPRA code	Measurement unit	Indicator	2011 base line year	2019	2020	2021	% change from base line year
Energy-Int	MWh/m <sup>2</sup> /year – using CLA	Energy Intensity	0.052	0.024	0.024	0.021	-59.6%

Notes to the above table: Energy intensity is our operational store energy intensity and excludes Bagshot and Maidenhead. New for this year: the underlying energy now excludes the 265,673kWh actual and deemed export. The CLA used for 2021 is 455,090m<sup>2</sup>

### Store Energy Use for 2021

Grid bought electricity (kWh)		Gas (kWh)		Solar (kWh) generated
8,661,884	+	630,362	+	665,118*
9,957,364				
Solar (kWh) exported				
265,673				
–				
<b>9,691,691 kWh</b>				
<b>9,692 MWh</b>				

Please note this is new for 2020/21 as we now have better quality data for exported solar generation.

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

## C. Emissions

### GHG-Dir-Abs – Store Portfolio ‘Scope 1’ Direct

Measurement Unit	Year Ended 31 March		Absolute		Like for Like		2021	% change from prior year
			2019	2020	2020 restated	2020	2020 restated	
t CO <sub>2</sub>	Total landlord-obtained		132.4	131.7	131.7	131.7	131.7	+5.9%
	Total tenant-obtained		0.0	0.0	0.0	0.0	0.0	No change
	Total Scope 1		132.4	131.7	131.7	131.7	131.7	+5.9%

Notes on the above table

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.

This year, refrigerant top increased by 155%, driving a small overall increase in Scope 1 emissions.

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

Emission conversion factor for ‘Natural Gas’ used was 0.18387 (kWh Gross CV).

## 8. Our environment (continued)

### Scope 1 data is broken down into:

Year Ended 31 March

Type	2019	2020	2021
Refrigerant Use [kg]	9.3	2.9	7.4
Emissions (tCO <sub>2</sub> e)	18.4	6.1	15.4*
Gas Use [kWh]	590,433	647,438	630,362
Emissions (tCO <sub>2</sub> e)	109	119	116*
Van fuel [km]	20,926	26,264	32,819
Emissions (tCO <sub>2</sub> e)	5.3	6.6	8.1

Notes to the above table: \* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Emission conversion factor for 'Natural Gas' used was 0.18387 [kWh Gross CV]. Emission conversion factor for 'Refrigerant Use (R410A)' was 2088.

**GHG-Dir-Abs – Non-Store Portfolio** – As none of our Scope 1 emissions is attributed to our non-store portfolio, the total emissions equate to the store emissions.

**GHG-Dir-Like for like** – Our entire estate portfolio consists of eight stores that are heated by gas. This remains static.

### GHG-Indir-Abs – Store Portfolio & non store portfolio 'Scope 2' Indirect

Measurement Unit	Year Ended 31 March	Absolute				Like for Like				% change from prior year
		2019	2019 restated	2020	2020 restated	2021	2020	2020 restated	2021	
t CO <sub>2</sub>	Total landlord-obtained	2,657	2,507	2,439	2,237	2,038	2,422	2,220	2,001	-9.9%
	Total tenant-obtained	0.0	0	0.0	0.0	0.0	0.0	0.0	0.0	–
	Total Scope 2 – location based	2,657	2,507	2,439	2,237	2,038	2,422	2,221	2,001	–
	Total Scope 2 – market based	n/a	n/a	1,142	1,072	0.0	n/a	n/a	n/a	–

Market based emissions: Up to 31<sup>st</sup> September 2019 at relevant grid emission factors; from 1<sup>st</sup> October 2019 onwards at '0'.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

### GHG-Indir-Abs – Store Portfolio 'Scope 2' Indirect

Measurement Unit	Year Ended 31 March	Absolute				Like for Like				% change from prior year
		2019	2019 restated	2020	2020 restated	2021	2020	2020 restated	2021	
t CO <sub>2</sub>	Total landlord-obtained	2,628	2,478	2,414	2,213	2,019*	2,397	2,196	1,983*	-9.7%
	Total tenant-obtained	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	–
	Total Scope 2 – location based	2,628	2,478	2,414	2,213	2,019*	2,397	2,196	1,983*	–
	Total Scope 2 – market based	n/a	n/a	1,142	1,058	0.0*	n/a	n/a	n/a	–

Notes on the above table

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Market based emissions are new to 2019/20 – we now purchase Rego-backed 100% renewable electricity as of 1.10.2019.

Like for Like in this year's report (2020/21) excludes Battersea, Camberwell and Bracknell. Like for Like for FY 2019/20 excludes Manchester.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

### GHG-Indir-Abs – Non-Store Portfolio 'Scope 2' Indirect

Measurement unit	Year Ended 31 March	Absolute			% change from prior year	
		2019	2020	2020 restated		
t CO <sub>2</sub>	for landlord shared services	29.3	25.0	24.4	18.4	-24.6%
	(sub)metered exclusively to tenants	0.00	0.0	0.0	0.0	—
	Total landlord-obtained electricity	29.3	25.0	24.4	18.4	-24.6%
	Total electricity	29.3	25.0	24.4	18.4	-24.6%
	% from renewable sources – market based	0%	52%	52%	100%	No change

Please note: Our non-store portfolio was directly impacted by the Pandemic with far fewer employees working at our office due to Government guidelines than previous years. We expect office-based work patterns to return to pre-Pandemic levels for most teams with potentially a small increase in home working depending on individual functions' arrangements.



## 8. Our environment (continued)

### GHG-Indir-Abs 'Scope 3' indirect

Measurement Unit	Year Ended 31 March	Absolute				2021	% change
		2018	2019	2020	2020 restated		
t CO <sub>2</sub>	Electricity transmission losses	312	134	205	193	174	See notes
	Business mileage emissions		232	110	110	76	See notes
	Emissions from waste – operations	21.2	23.1	26.3	26.3	25.9*	
	Emissions from waste – fit out	n/a	n/a	15.7	15.7	161	See notes
	Emissions from water use & treatment – operations	Not reported	26	20	20	30.7*	See notes
	Emissions from water use & treatment – fit out	n/a	n/a	0.28	0.28	1.00	See notes
<b>Total Scope 3</b>		<b>312</b>	<b>415</b>	<b>377</b>	<b>365</b>	<b>469</b>	See notes

Notes on the above table

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Electricity transmission losses factor 0.01987 kg CO<sub>2</sub> used. Data now excludes telecoms masts.

Business mileage are calculated using mileage claims from financial spend data. During lockdown phases, meetings were held online and therefore business travel overall has reduced. We use 'average car', 'unknown fuel' to assess our GHG impact.

For operational waste we have used the relevant 2020 Defra conversion factors for landfill, combustion, and recycling waste streams.

Fit out waste has come from activities at our Camberwell, Bracknell, and Battersea stores; although work on Uxbridge has commenced 15.03.2021 any waste generated during these 2 weeks will be reported in the 2021/22 annual CSR report.

Water emissions are both for the supply and the treatment.

We have not provided a '%change from previous year' as fit out activities vary from year to year.

### GHG-Indir-Abs

#### TOTAL SCOPE 1 & 2 Abs Stores portfolio and Non-Stores portfolio ALL OPERATIONS

Year Ended 31 March	2019	2019 restated	2020	2020 restated	2021	% change
Scope 1 + Scope 2 tCO <sub>2</sub> e	2,790	2,640	2,571	2,369	2,177*	-8.1%

Notes on the above table: \* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

#### TOTAL SCOPE 1 & 2 Abs Stores portfolio, Non-Stores portfolio and Fit-out activities OPERATIONS AND FIT OUT

Year Ended 31 March	2019	2019 restated	2020	2020 restated	2021	% change
Scope 1 + Scope 2 tCO <sub>2</sub> e	2,799	2,649	2,572	2,370	2,216	

Notes on the above table

Presenting a total Scope 1 and Scope 2 number that includes fit out construction activities is new to 2019/2020; we have restated going back 1 year.

Fit out emissions during 2020/21 were for our sites in Camberwell, Bracknell, Battersea and to a small degree Uxbridge.

No 'change from prior year' provided as these figures now include fit out emissions; fit out work does not take place every year to the same extent, so % change is meaningless.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

#### TOTAL SCOPE 1, Scope 2 & Scope 3 Abs Stores portfolio and Non-Stores portfolio

Year Ended 31 March	2019	2019 restated	2020	2020 restated	2021	% change
Scope 1 + Scope 2 + Scope 3 tCO <sub>2</sub> e	3,205	3,055	2,948	2,734	2,646	-3.2%

Notes on the above table: Does not include fit out emissions

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

### GHG-Int

Measurement unit	Indicator	Year Ended 31 March	2019	2019 restated	2020	2020 restated	2021	% change
t CO <sub>2</sub> e/m <sup>2</sup> /year	GHG Intensity	[Scope 1+ scope 2] / m <sup>2</sup>	0.0066	0.0061	0.0059	0.0055	0.0047	-14.6%

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

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption removing the telecoms masts we host on some of our stores. This has also affected our emissions data, and this has therefore been restated too.

## 8. Our environment (continued)

### D. Water

#### WATER-abs

Measurement Unit	Indicator	Year Ended 31 March	2019	2020	2021
m <sup>3</sup>	Water	for landlord shared services	25,175	19,677	29,176
		(sub)metered exclusively to tenants	0	0	0
		Total landlord-obtained water	25,175	19,677	29,176
		Total tenant-obtained water	N/D	0	0
		Total water consumption	25,175	19,677	29,176
	Water disclosure coverage – number	75 of 75 stores	75 of 75 stores		78 of 78 stores
	Water disclosure coverage – Occupied space m <sup>2</sup>	353,936	357,770		373,284
	Proportion of water estimated	N/D	47%		75%

**WATER-LfL:** We opened Camberwell, Bracknell, and Battersea during 2020; the consumption of these three stores was: 953ltrs. Uxbridge fit out, which just started, consumed 9ltrs.

#### WATER-Int

Measurement Unit	Indicator	Year Ended 31 March	2019	2020	2021
m <sup>3</sup> /m <sup>2</sup> /year	Water Intensity		0.071129	0.054999	0.078162

Notes on the above table: Please note: We have used 'average occupied space' as normalizing number for the intensity calculations (FY 20/21: 373,284m<sup>2</sup>)

We have for the second-year running asked our store teams to perform a water meter read. The challenges remain: often water meters are underground either on or around our stores and access to the meters is very often blocked or only possible with specialist tools.

We have increased our water consumption. Although a large proportion of our water use is still based on estimated data, nevertheless, the instruction to all store teams to increase the handwashing and general frequency of cleaning is clearly reflected in the data.

We had hoped that our water supplier would be able to conduct more readings themselves; due to the Pandemic this has not been possible.

### E. Waste

#### Waste-Abs % – Stores

	Year Ended 31 March	2019	2020	2021	% Change
tonnes	Total landlord-obtained waste	370	392	381	-2.8
	Total tenant-obtained waste	0	0	0	0
	Total waste by disposal route	370	392	381	-2.8
%	Recycled	57.8%	56.8%	57.0%	0.3
%	Incineration	31.2%	32.2%	32.1%	-0.3
%	Landfill	10.8%	10.7%	10.7%	no change
%	Other	0.0%	0.2%	0.3%	50.0%

'Recycled' means mixed dry recyclate and glass recycling together. 'Other' consists of a mix of wastes, such as: detergents (haz), fluorescent tubes, hazardous waste, etc.

Our non-store site in Maidenhead generated an additional 33.7t of waste.

Please note: The 'Waste to Landfill' number is calculated by subtracting from the General Waste number our contractor's mass balance figure of 75%.

Store generated waste is sorted into categories by our waste contractor, such as: 'mixed dry recyclable materials'; 'general waste'; 'mixed glass'.

**Waste-LfL:** Our new stores: Bracknell, Battersea and Camberwell generated 5.7 tonnes waste since they opened in 2020. That represents 1.50% of our overall waste.

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

Year ended 31 March	2011	2018	2019	2020	2021
Tonnage	147.5	51.3	38.8	15.6	159.6
Waste Recycled (%)	93.2%	99.2%	100%	100%	100%
Plasterboard Recycled (%)	100%	100%	100%	100%	100%

In scope during the year were: our new store developments in Battersea, Camberwell and Bracknell. All stores achieved a BREEAM SMART Waste Benchmarks Amount of waste tonnes per 100m<sup>2</sup> of '3'.

## 8. Our environment (continued)

### F. Certification

#### Certified Assets – Cert-Tot Store- Portfolio Absolute & LfI

Measurement Unit	Indicator	Year ended 31 March	2019	2020	2021
%	Mandatory (Energy Performance Certificates)	% of portfolio certified by floor area	87%	100%	100%
		% of portfolio certified by number of properties	87%	100%	100%
		% of portfolio certified by value	N/D	100%	100%
%	Voluntary (BREEAM, BRAVE, LEED)	% of portfolio certified by floor area	5%	5%	9%
		% of portfolio certified by number of properties	5%	5%	9%
		% of portfolio certified by value	N/D	N/D	N/D

Notes on the above table: We have embarked on an energy performance assessment for all our operational buildings, which was completed during the year. As all new buildings automatically have an EPC issued, there is no like for like comparison. We also have a rolling programme to ensure any EPCs about to expire are renewed. During the year, 4 stores certification was renewed, for 2021/22 2 stores will be reassessed. The three new stores (Camberwell, Bracknell, and Battersea) opened during FY2020/21 all achieved BREEAM EXCELLENT.

#### Certified Assets – Cert-Tot Non-store- Portfolio Absolute

Energy Performance Certificate for our non-store portfolio – Nil

Voluntary certificate for our non-store portfolio – Nil

### G. Fit out activities

During the year, Battersea, Camberwell, and Bracknell completed their fit out and opened. Uxbridge fit out commenced in March 2021 and is expected to open in summer 2021.

#### Battersea

##### Fuel-Abs

Measurement unit	Indicator	2021
Ltr	From Fit out diesel (if consumed during the year)	3,818

##### GHG-Dir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out diesel (if consumed during the year)	9.72

##### Elec-Abs

Measurement unit	Indicator	2021
MWh	From Fit out electricity (if consumed during the year)	19.22

##### GHG-Indir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out electricity (if consumed during the year)	4.48

##### Water Abs & GHG

Measurement unit	Indicator	2021
m <sup>3</sup>	From Fit out water (if consumed during the year)	173
t CO <sub>2</sub> e	From Fit out water (if consumed during the year) water supply and treatment	0.18

#### Bracknell

##### Fuel-Abs

Measurement unit	Indicator	2021
Ltr	From Fit out diesel (if consumed during the year)	6,824

##### GHG-Dir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out diesel (if consumed during the year)	17.37

##### Elec-Abs

Measurement unit	Indicator	2021
MWh	From Fit out electricity (if consumed during the year)	3.20

##### GHG-Indir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out electricity (if consumed during the year)	0.74

##### Water Abs & GHG

Measurement unit	Indicator	2021
m <sup>3</sup>	From Fit out water (if consumed during the year)	350
t CO <sub>2</sub> e	From Fit out water (if consumed during the year) water supply and treatment	0.37

## 8. Our environment (continued)

### Camberwell

#### Fuel-Abs

Measurement unit	Indicator	2021
Ltr	From Fit out diesel (if consumed during the year)	0.0

#### GHG-Dir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out diesel (if consumed during the year)	0.0

#### Elec-Abs

Measurement unit	Indicator	2021
MWh	From Fit out electricity (if consumed during the year)	26.31

#### GHG-Indir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out electricity (if consumed during the year)	6.13

#### Water Abs & GHG

Measurement unit	Indicator	2021
m <sup>3</sup>	From Fit out water (if consumed during the year)	430
t CO <sub>2</sub> e	From Fit out water (if consumed during the year) water supply and treatment	0.45

#### Total fit out GHG direct and indirect

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From fit out fuel (electricity and diesel)	39.03
t CO <sub>2</sub> e	From Fit out electricity, diesel, water supply and treatment (if consumed during the year)	40.04

### Uxbridge

#### Fuel-Abs

Measurement unit	Indicator	2021
Ltr	From Fit out diesel (if consumed during the year)	0.0

#### GHG-Dir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out diesel (if consumed during the year)	0.0

#### Elec-Abs

Measurement unit	Indicator	2021
MWh	From Fit out electricity (if consumed during the year)	2.45

#### GHG-Indir-Abs

Measurement unit	Indicator	2021
t CO <sub>2</sub> e	From Fit out electricity (if consumed during the year)	0.57

#### Water Abs & GHG

Measurement unit	Indicator	2021
m <sup>3</sup>	From Fit out water (if consumed during the year)	9.00
t CO <sub>2</sub> e	From Fit out water (if consumed during the year) water supply and treatment	0.01



## 8. Our environment (continued)

### 8.10 Resource use

#### Introduction

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.

The commitment to remove the outer single-use plastic bags for the product lines we had identified was met in early 2020 – much faster than we anticipated. This was due to the fact that we found an acceptable alternative solution relatively quickly and all of our store colleagues helped sell through the old stock, which means we had met our 2022 commitments: the blister packaged padlocks and plastic covered dust sheets, King/double mattress and sofa covers have all been replaced with the cardboard packaged items.

As we are looking towards other potential opportunities, we are likely to focus our efforts on other areas of our business, such as paper use and will report on individual initiatives over time.

#### Summary & Highlights

- Packaging: The eight product lines we had identified for modification by 2022 have all now had their single use plastic packaging removed.
- Paper-free customer move ins have gone live in all our stores, saving ca 800,000 pieces of paper each year.
- Our internal 'weekly bulletin' sign off process has moved online, saving ca 60,000 pieces of paper each year.

Avoidance of unnecessary waste helps to reduce carbon emissions, minimise waste going to landfill and demonstrates a commitment to sustainability. We have identified ca 20 processes that involve the printing of paper, totaling around 1.5m pieces of paper each year. We have graded each process into difficulty in terms of finding an alternative solution and intend to work our way through these over the next few years to reduce as much as possible.

#### Hard hat recycling scheme

Our Construction Team have signed Big Yellow Construction Co up to the official Construction Hard Hat Recycling Scheme and has successfully encouraged some of our large construction partners to do the same.

#### Next steps

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

**Benefits of packaging:** Using good quality packaging materials that keep 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 several years and have this year moved onto other aspects.

For specific material information, please see our box shop products.

**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)

### 8.11 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 several stores have other features, such as solar PV installations, green roofs or green walls.

#### Asset list

No	Store	EPC	“BREEAM” Certification	Other ‘green’ features	Solar (kWh) Capacity	Electric Vehicle Charging	CLA sq. ft
1	Balham	B			10 kWh		61,384
2	Barking	A		Green Roof	50 kWh		64,052
3	Battersea	A	Excellent	Green Roof, ASHP, New trees planted	50 kWh	2 x 7KWh chargers	68,981
4	Beckham	B					70,767
5	Birmingham	B					64,360
6	Bow	C					133,918
7	Bracknell	A	Excellent	New trees planted, Bird & bat boxes, ASHP	50 kWh	2 x 7KWh chargers	43,610
8	Brighton	C					58,461
9	Bristol A'Gate	B			50 kWh		64,104
10	Bristol Central	B			50 kWh		64,067
11	Bromley	B			7 kWh		71,884
12	Byfleet	C					48,067
13	Camberley	B			10 kWh		67,441
14	Camberwell	A	Excellent	New trees planted, Bird & bat boxes, ASHP	50 kWh	2 x 7KWh chargers	58,845
15	Cambridge	B					61,468
16	Cardiff	C					75,139
17	Chelmsford	C			Planned 2021/22		56,040
18	Cheltenham	C					50,576
19	Chester	C					68,470
20	Chiswick	B		Green Roof	50 kWh		72,882
21	Colchester	C					54,241
22	Croydon	C					79,341
23	Dagenham	C					51,384
24	Ealing	B					56,492
25	Edinburgh	B			26 kWh		63,125
26	Edmonton	B			Planned 2021/22		85,404
27	Eltham	B					68,676
28	Enfield	B	‘Excellent’		50 kWh		62,847
29	Finchley East	B			Planned 2021/22		54,259
30	Finchley North	C			Planned 2021/22		62,085
31	Fulham	B		Green Roof	28 kWh		137,547
32	Gloucester	B					53,593
33	Guildford Central	A	Very Good		50 kWh		46,030
34	Guildford Slyfield	C					55,589
35	Gypsy Corner	B			50 kWh		70,491
36	Hanger Lane	C					66,081

#### Summary & Highlights

- We added to our solar PV estate by equipping our 3 newest stores – Camberwell, Bracknell and Battersea – with a 50kWhs installation.
- We retro-fitted three existing stores with a 50kWhs installation each – Tunbridge Wells, Watford, and Norwich.
- All our estate is covered by Energy Performance Certificates
- ‘Green aspects can include any of the following aspects identified: SUDs, BREEAM, EPCs, Solar PV or other renewable on-site installation, green / living roofs & walls.

## 8. Our environment (continued)

No	Store	EPC	"BREEAM" Certification	Other 'green' features	Solar (kWh) Capacity	Electric Vehicle Charging	CLA sq. ft
37	High Wycombe	B		Green Roof, Bird boxes, Log pile habitat			60,030
38	Hounslow	C					54,669
39	Ilford	C			Planned 2021/22		57,907
40	Kennington	B			4 kWh		66,166
41	Kingston	B					62,145
42	Leeds	B					81,164
43	Liverpool, Edge Lane	B		Newly planted trees			61,285
44	Luton	C					41,275
45	Manchester	A			50 kWh	2 x 7KWh chargers	48,814
46	Merton	B			9 kWh		81,132
47	Milton Keynes	B					59,824
48	New Cross	B			50 kWh		61,501
49	New Malden	C					81,661
50	Nine Elms	C					64,947
51	North Kensington	B					50,296
52	Norwich	C			50 kWh		47,033
53	Nottingham	B			18 kWh		66,582
54	Orpington	C					64,840
55	Oxford	C					33,394
56	Oxford 2	B				7KWh charger	39,736
57	Poole	B					54,844
58	Portsmouth	C					61,541
59	Reading	B	'Excellent'		9 kWh		62,438
60	Richmond	B			18 kWh		35,066
61	Romford	C					70,242
62	Sheen	A	'Excellent'	Bat and bird boxes	8 kWh		66,742
63	Sheffield (BL)	B					63,315
64	Sheffield (Hills.)	B		Green roof			62,660
65	Slough	C					67,374
66	Southend	C					56,911
67	Staples Corner	C					112,154
68	Stockport	B					64,510
69	Sutton	B		Green Roof			75,569
70	Swindon	B					53,186
71	Tolworth	B					56,943
72	Tunbridge Wells	B			50 kWh		57,708
73	Twickenham	A			16 kWh		77,478
74	Twickenham 2	C					24,161
75	Wandsworth	B			50 kWh		71,477
76	Wapping	D					30,851
77	Watford	C			50 kWh		63,854
78	West Norwood	C					56,995
	'Green' Stores	78					
	All Store	78					



## 8. Our environment (continued)

### More Information

**Green roofs & walls:** Big Yellow has trialed and invested in 'green roofs' and 'green walls' on several of our stores in the urban areas of our towns and cities.

These investments provide shade to our stores in the summer, where they and their immediate surrounding may be susceptible to the 'urban heat island effect'. They form part of our mitigation and adaptation initiatives.

Green roofs can store moisture after rainfall that evaporates in the spring and summer seasons and also cools the upper floor levels.

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 (EV) Charging:** New stores in Bracknell, Camberwell and Battersea have been fitted out with EV charging points. Manchester and Oxford 2 have EV charging pods installed already.

Our commitment is to install EV charging pods at all new stores, where space allows.

**Submetering and Building Energy Management Systems.** We have conducted a trial to assess if a Building Energy Management System could generate further insights and help us manage our energy consumption even more efficiently. We have concluded that it could not, to the extent that it would cost more to run the system than the energy we would potentially be saving. We will continue submetering new stores where possible to ensure we continue to understand how we use energy in stores and to meet our planning obligations.



## 9. Benchmarks & standards

We use the detail in this CSR Report to participate in external 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.

### Introduction

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 improved water consumption reporting, have externally shared our energy metrics, and have obtained independent verification for Scope 3 Emissions resulting from water and waste consumption.

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'.



Please read our [CDP disclosure 2020 here](#)

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.

### Next Steps

Benchmarking is a yearly activity; from time to time we engage external support to help identify opportunities for specific benchmarks. For 2020/2021 we have once more engaged an external consultant to work with us on GRESB to manage our submission process.

### More Information

CDP scores for years ended 31 March:

CDP Disclosure Year	2015	2016	2017	2018	2019	2020
Disclosure Score	93/100	–	–	–	–	–
Performance Score	C	B	B	C	B	A-

GRESB scores for years ended 31 March

GRESB disclosure	2016	2017	2018	2019	2020
GRESB Green Stars	2	2	2	4	4
Rating Score (out of 100)	57	59	59	85	80

FTSE4Good scores for years ended 31 March

FTSE4Good disclosure	2017	2018 June	2018 Dec	2019	2020
FTSE4Good Index	Included	Included	Included	Included	Included
FTSE4Good ESG Rating	2.8	2.9	3.1	3.3	3.3

**Other Investor enquiries:** should you require clarification on any of our benchmarking or reporting data, please contact [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk).

**Science-based Targets:** We first committed to setting science-based targets during FY 2016/2017. Looking at the requirements in more detail, we assessed then that our data quality was not robust enough to successfully meet the criteria of the Science-based Target Initiative (SBTi). We therefore invested in software which has greatly improved our Scope 1 and Scope 2 data accuracy: our Scope 1 and Scope 2 data completeness is now at 100%. During 2020/21 we have also conducted a Scope 3 Footprint assessment. As part of our new Net Zero Scope 1 & Scope 2 Emission targets, we are planning to set a science-based target during 2021/22. We intend to commence that when 'Net Zero' guidelines have been published by the SBTi (expected November 2021).



# 10. Managing environmental and climate change risks and opportunities

## Task Force on Climate-Related Financial Disclosure (TCFD) - Risks and Opportunities

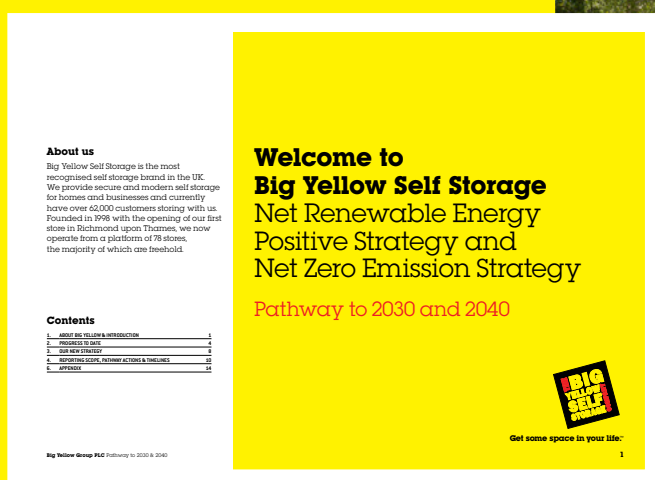
During the year, we have strengthened the Company's ability to deal with climate-related risks and opportunities by creating a Sustainability Committee. The Sustainability Committee is chaired by our Non-Executive Director, Heather Savory.

Until the creation of our Sustainability Committee, the TCFD recommendations were managed as part of the Environmental Committee and reported to the CEO and CFO.

Our new NREP and Net Zero Emissions Strategy aims to deliver the opportunities we have identified through the TCFD assessments and mitigate the risks, in particular our Transition Risks.



Please read all about our NREP Strategy and Net Zero Emissions Strategy and plans in our 'Big Yellow Net Renewable Energy Positive ("NREP") Strategy and Net Zero Emissions Strategy' document [here](#)



## 10. Managing environmental and climate change risks and opportunities (continued)

Phase	Financial Year	Governance	Strategy	2020/21 Update
Pre-phase 1	Pre 2018/19	Governance within reporting lines for Construction and Facility Management – 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	Strategy is met – we set out our Sustainable Construction Standards and report on their achievement.
Phase 1: Governance & Mechanisms	2018/19	Enhanced management and governance mechanisms	Commitment to embed the TCFD within our business – integration with existing processes. Business Risk	Slightly later than planned but the work to update business risks to incorporate Climate Change risks is complete. It was formally signed off in January 2021 and a new risk 'climate risk' has been added to the externally published Business risk matrix.
		Climate change-risk specific Governance structure defined: The Environment Committee <sup>14</sup> has been tasked to conduct initial risk & opportunity assessment and report to the CEO during 2019/20	Enhanced governance structure	Sustainability Committee was created during 2020/21 and a new Non-Executive Director recruited to chair the Committee. Please see our 'ESG Governance' document
Phase 2: Risks, Opportunities	2019/20	Implement Governance Structure	Detailed Risk & Opportunities assessment, including climate scenario analysis where possible for 'physical risks' and relevant 'transition risk'.	Asset specific climate scenario analysis for physical risks complete.
Phase 3: Scenario planning	2020 /21	Review and revise policies, where necessary	Detailed Risk & Opportunities assessment, including climate scenario analysis where possible for 'transition' and 'legal' risks	New strategy to deal with climate scenario-based transition and legal risks developed during 2020. 'Decarbonising our business' strategy signed off by board of directors March 2021.
Business as usual	2021 and beyond	Sustainability Committee, NED for Sustainability and CEO	Manage climate related risks as an integral part of the business's material aspects.	Reporting will take place as part of our annual CSR Reporting

### Background

In October 2019, the Environmental Committee considered the various potential impacts a changing climate has on our Business within the TCFD framework. The discussion was guided by a range of scenarios, published by external agencies, such as the UK Met Office, the IPCC, International Energy Agency and others – and looked at both physical and transitional risks under two climate warming scenarios; one within the 1.5 to 2.0 degrees; and one up to 4.0 degrees centigrade.

A scenario allows a company to plan for what it considers to be the material impacts of global warming and likely outcomes – this is going to vary from business to business.

Broadly, the Environmental Committee agrees that we should expect some physical risks from global warming to have an impact on our business. The impacts from localised flooding and from a rising UK temperature are deemed material.

We also agree that the transition to a low carbon economy might pose a risk; however, if we are able to position ourselves well, this may also present an opportunity.

#### Worth noting:

- We are already at 1.0 degree warming
- To minimise global warming to 1.5/2.0 degrees is likely to require policy and technical changes
- Physical risks and transition risks are inversely related, meaning physical risks increase in significance if a transition to a low carbon economy does not occur and vice versa.
- Companies who have already undertaken scenario analyses have found it helpful to produce scenarios for (a) physical changes and (b) transition risks.

Our 'Managing Climate Related Risks and Opportunities' document sets out our internal processes.

### Physical Risks

Impacts from both flooding and rising temperatures will likely have a financial impact on us. It may also have a reputational impact if stored goods are affected and an indirect financial impact through rising insurance costs.

Assuming a 2°C scenario, 27 of our stores may experience both an increase in 'hottest summer day temperature' of 5% points or more and an at least a doubling in the number of summer days per month that exceed 25°C.

[14] Joint working group made up of senior manager from Planning, Construction, Facility Management, Operations and CSR

## 10. Managing environmental and climate change risks and opportunities (continued)

Assuming a 2°C scenario, 34 stores may experience both a reduction in number of rainy summer days per month and an increase in mm of rain fall on wettest summer day. 13 stores may experience both.

The financial impact of flooding could come from a range of impacts, such as damage to goods stored on the ground & basement floors, unblocking drains, clearing up large scale flooding, more frequent maintenance of the building infrastructure that is exposed to a large amount of rain falling over shorter time frames, such as roofs, gutters, signage, etc.

The financial impact for longer periods of hot weather could come from a range of impacts, such as heat damage to goods being stored, increase in use of ventilation / cooling, potentially retro-fitting of air conditioning units, detrimental impact on immediate neighbourhoods through urban island effects and community pressure to address heat issues.

We also have three stores, that are in Flood Zone 3 and have an at least medium to high risk of surface water flooding – all contain measures to minimise impacts, such as flood defences. We anticipate that we will be monitoring the adequacies of these measures going forward.

### Transition Risks

There are a number of aspects of changing climate that the Environmental Committee deem likely to occur:

- A focus on electrification and decarbonisation.
- An increase in carbon / emission taxation & fines (unlikely that there will be significant incentives).
- An increase in standards, especially for buildings.
- A significantly higher financial reporting burden including Scope 3.
- The introduction of a price of carbon.

The Environmental Committee has proposed, and the Sustainability Committee agrees, that decarbonising our business is important to allow us to:

- (a) avoid the risk of “stranded assets”;
- (b) minimise the costs by investing at the right time;
- (c) minimise taxation, including carbon/ emission taxation;
- (d) become an even stronger consumer preference / offering real customer solutions, such as only using renewable energy at our stores and providing EV charging pods for our staff and customers.

The risk of ‘stranded assets’ is the greatest among investors, and so becomes a material concern to us.

### Internal Processes

Both physical and transition risks are expected to materialise to lesser or greater extents over the coming years and costs may go up gradually, hidden within what may be perceived as ‘natural variations’.

The initial view was to establish a ‘trigger’ metric that will prompt the Company to review current measures taken and allow for strategic decision-making if thresholds are exceeded.

On discussing how this may work on an operational level, we felt that our current processes in place are sufficient to maintain a close watch on increasing costs driven by climate change.

We deem our current understanding of the inherent physical risks to our assets and the unique features of each of our stores to be more than enough to manage future changes.

### Process 1 – identifying emerging issues through visual inspection and half yearly budget reviews

The Directors (Operations Director, CFO and CEO) visually inspect each of our stores at least once per annum; they are usually accompanied by the Head of Estates and Facilities and planned – and unplanned – work is discussed immediately.

The budgeting process then allows the Operations Director and the Head of Estates and Facilities to prioritise both planned and unplanned maintenance. The budget review by the CFO, Financial Controller and the above looks at planned costs vs historic years and where costs are changing year on year. This is the point at which trends may be identified and proposals are made to raise climate change related issues to the Board, who may request a more holistic solution and who may charge the Environmental Committee to identify such a solution.

This is particularly useful for physical risks.

### Process 2 – identifying issues via our internal and external Sustainability community

The Head of CSR or the Environmental Committee or the Non-Executive Director for Sustainability may identify aspects that could pose a risk to the Company and they may raise these either at the Environmental Committee or at the Sustainability Committee. Specific risks, such as ‘Changing climate and resulting likely changes to planning restrictions will narrow choice of available sites further’ for example have already been identified during a workshop in October 2019 and have been integrated into the standard Business Risk process.

Where we identify that a larger scale change needs to be considered, such as replacing gas heating with electric or renewable energy heating, depending on the budget implications this will be assessed either by the Environmental Committee or if significant extra budget is required, at the Board level Sustainability Committee.

This is particularly useful for transition risks.

### Work Going Forward

- Using the 27 stores that may experience an increase in total number of “hot days” and a temperature increase of hottest day, model potential increase in energy costs for cooling.
- Understand better the suitability of external tools, such as CRREM tool methodology. Please note the CRREM tool at present only covers offices.
- External reporting – we agree that reporting transparently will help our investors to feel assured that we are taking appropriate steps to ensure our Company’s ability to thrive in a changing environment.

## 10. Managing environmental and climate change risks and opportunities (continued)

### Work done to date

Our management team has the following available for reference; please note these are considered commercially sensitive information and will not be sharing these externally:

- Flood Risk assessments for each store.
- CRREM tool for offices.
- Localised climate change projections – using the Met Office climate projection modelling; 2°C and a 4°C scenario for each store.

### Metrics

We hope our TCFD related metrics will provide a snapshot for all interested readers. We have been taking part in voluntary 'Resilience' modules as part of GRESB and have submitted more details to the CDP risk questions; the GRESB Resilience module has now been integrated into the overall list of questions, but unfortunately is not scored and therefore is likely to be only of limited use to external readers.

We aim to achieve a good balance between disclosing our risks and any mitigating actions we are taking and protecting commercially sensitive information. We trust this section achieves this balance; for any further questions, please contact [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk).

## Climate-related Risks and Opportunities

### Climate-related Risks

Aspect	KPI	2019	2020	2021	Target
Regulation	No EPCs rated F or G <sup>16</sup>	0	0	0	maintain
Extreme Weather	% of current lettable area (sq ft) located in Planning flood Zone 3 & at least medium to high risk of surface water flooding <sup>17</sup>	New for 2020/21	0.87 <sup>18</sup>	n/a	
	% of at risk current lettable area protected by adaptive measures, such as raised floors or SUDs <sup>19</sup>	100%	100%	100%	100%

### Climate-related Opportunities

Aspect	KPI	2019	2020	2021	Target
Transitioning to a low carbon economy	% of electricity from renewable energy generation	3.5%	6.1%	7.1%*	100% + by 2030
	£000's investment in retro-fitting activities to drive decarbonisation (approx.)	£100k	0	£600k	£5.5m to 2025
	% of electricity purchased from renewable sources ('market based')	n/a	n/a	100%	100%
	Greenhouse Gas (GHG) emissions intensity from building energy consumption (Scope 1 & 2) – tCO <sub>2</sub> e/CLA(m <sup>2</sup> )	6.1	5.5	4.8*	See notes
Market opportunities	Deploy electric vehicle charging pods for customers and employees at each newly built store (total installed) <sup>20</sup>	1	2	5	All new stores

Notes to the table: Will be set as part of the science-based target work 2021/22.

\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

### Targets

With the new Net Renewable Energy Positive Strategy having been signed off by the Board Sustainability Committee in March 2021, the Environmental Committee will now evaluate current targets and amend / supplement where necessary.

We have set out our full pathway for all Scope 1, 2 and 3 Emissions by 2040 in our Net Renewable Energy Positive ("NREP") Strategy and Net Zero Emissions Strategy. We intend to set science-based targets during the year 2021/22.

[15] See our Performance section for specific breakdown

[16] Sq ft from ground and below ground level floors

[17] Slight increase due to the reopening of Battersea

[18] Slight increase due to the reopening of Battersea

[19] 2019: Oxford only. 2020: Oxford and Manchester. 2021: Oxford, Manchester, Camberwell, Bracknell, and Battersea

[20] 2019: Oxford only. 2020: Oxford and Manchester. 2021: Oxford, Manchester, Camberwell, Bracknell, and Battersea

# 11. 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 engagement activities by holding roadshows following annual and interim reporting cycles and attend Investor conferences, both in the UK and internationally. At the half year result investor presentation in London, our Head of CSR presented a brief overview of our newly included key Sustainability performance slides. This was received with interest by the analysts and institutional investors attending.

Our Head of CSR can be contacted on [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk).

# 12. Legislation

Big Yellow has obligations under several regimes and regulations, namely:

- The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ('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.

## 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. This is in line with the strategic decisions we have made this year and on which we will be reporting in detail going forward.

## Environmental Compliance

The Carbon Reduction Commitment ('CRC') Scheme has closed at the end of Phase 2. The SECR (Streamlined Energy and Carbon Reporting legislation) has now taken over the reporting requirement from the CRC with the revenue aspect being recouped via increases to the CCL rated.

### Store Portfolio Scope 2 Electricity Use and Climate Change Levy

Year Ended 31 March	2011 (PEAK YEAR)	2019	2019 restated	2020	2020 restated	2021	% change from Peak
Electricity Use (kWh)	13,925,217	9,507,965	8,991,224	9,542,672	8,866,954	<b>8,661,884*</b>	-37.8%
CCL (£/kWh)	0.00430	0.00583	–	0.00847	–	<b>0.00775</b>	+80%
CCL (£)	£59,878	£55,431	£52,419	£80,826	£75,103	<b>£67,130</b>	+12.1%

\* Indicates data reviewed by SGS. See page [XX] for their independent assurance report.



# 13. Data assurance



## SGS UNITED KINGDOM LTD'S ASSURANCE OPINION ON SELECTED SUSTAINABILITY KPIS IN BIG YELLOW'S CORPORATE SOCIAL RESPONSIBILITY REPORT 2020/21

### Nature, scope and purpose of the assurance

SGS United Kingdom Ltd was commissioned by Big Yellow Group plc (Big Yellow) to conduct an independent assurance of selected sustainability KPI data in their Corporate Social Responsibility Report 2020/21 ('the Report'). The scope of the assurance included FY2020 data only for the following KPIS:

### Carbon footprint (Scope 1 & 2) data:

- Store electricity emissions (tCO<sub>2</sub>e)
- Store flexi-office gas emissions (tCO<sub>2</sub>e)
- Refrigerant emissions (tCO<sub>2</sub>e)
- Absolute carbon dioxide emissions (tCO<sub>2</sub>e)
- Store Electricity use (kWh)
- Like-for-like electricity use (tCO<sub>2</sub>e)
- Absolute carbon emissions (tCO<sub>2</sub>e)
- Carbon intensity (kgCO<sub>2</sub>e/m<sup>2</sup> current lettable area)
- Carbon intensity (kgCO<sub>2</sub>e/m<sup>2</sup> occupied space)
- Carbon intensity (tCO<sub>2</sub>e/£000s revenue)
- Total renewable energy generated (kWh)
- Renewable energy percentage of total store use (%)

### Carbon footprint Scope 3 data:

- Water Supply and Water Treatment
- Store waste disposal

### Health & Safety data:

- Staff, customer, and visitor Minor Injuries
- Staff, customer, and visitor Reportable Injuries (RIDDOR)
- Staff, customer, and visitor Annual Injury Incidence rate (AIR) per 100,000 staff
- Staff, customer, and visitor notices
- Construction 'fit-out' Minor Injuries
- Construction 'fit-out' Reportable Injuries (RIDDOR)

### Community investment data:

- Free Space donated for community or charity use (£)
- Charity discounted space of up to 90% (£)
- Payments to Social Enterprise organisations (£)
- Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)
- One-off donations (£)
- Total Community Investment (£)

### People data:

- Total number of employees
- % female employees at each management level
- Number of new employees: stores, head office, and total
- Proportion of new employees
- Number of leavers: stores, head office, and total
- Proportion of leavers
- Training hours: total, and average hours by gender

Financial data and other data drawn directly from independently audited financial accounts has not been checked back to source as part of this assurance process. This includes data used to normalize figures: revenue; average number of employees; current lettable area; occupied space.

The purpose of this assurance exercise was, by review of objective evidence, to independently review whether the KPI data is as declared by Big Yellow, and reported in the Report, is accurate, complete, consistent, transparent and free of material error or omission.

The Report has been assured at a limited level of assurance according to ISAE3000 (Revised), Assurance Engagements Other than Audits or Reviews of Historical Financial Information, to evaluate veracity of specific KPIS as described above using SGS Sustainability Report Assurance protocols, including the Global Reporting Initiative (GRI) Principles of for Report Content and Quality to enable robust evaluation of data subject to verification.

### Greenhouse gas (ghg) data

CO<sub>2</sub> emissions from own operations were verified at a limited level of assurance according to standard EN ISO14064-3:2006 Specification With Guidance For The Validation And Verification Of Greenhouse Gas Assertions, to establish conformance with the requirements of Big Yellow's reporting methodology as stated in its 'Basis of Reporting 2020/21' and the WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard ('The WRI/WBCSD GHG Protocol'), within the scope of the verification. The materiality required of the verification was considered by SGS to be below 10%, based on the needs of the intended user.

The engagement included verification of emissions from anthropogenic sources of greenhouse gases included within the organisation's boundary and meeting the requirements of Big Yellow's 'Basis of reporting 2020/21', and the WRI/WBCSD GHG Protocol. The organisational boundary was established following the operational control approach.

- Description of activities: Self-Storage services
- Location/boundary of the activities: United Kingdom
- Physical infrastructure, activities, technologies and processes of the organisation: Self-storage stores and administrative offices
- GHG sources, sinks and/or reservoirs included:
  - Scope 1 - stationary combustion, mobile and fugitive emissions;
  - Scope 2 – purchased electricity and solar generation;
  - Scope 3 – Store Water and waste
- Types of GHGs included: CO<sub>2</sub>, N<sub>2</sub>O, CH<sub>4</sub> (HFCs, PFCs, SF<sub>6</sub> and NF<sub>3</sub> are excluded)
- Directed actions: none

## Methodology

The assurance comprised a combination of pre-assurance research, interviews with relevant management representatives and external data management providers, documentation and record review. Verification was conducted upon all KPIs within the verification scope as an evaluation of historical data and information to determine whether the reported KPI data is materially correct and conforms to criteria described above.

SGS' approach is risk-based, drawing on an understanding of the risks associated with modelling GHG emission and other KPI information and the controls in place to mitigate these risks. Our examination included assessment, on a sample basis, of evidence relevant to the voluntary reporting of KPIs, including emission information.

## Statement of responsibilities, independence and competence

The information in the Report and its presentation, including the underlying systems, procedures and records, are the responsibility of the directors and the management of Big Yellow. SGS United Kingdom Ltd has not been involved in the preparation of any of the material included in the Report. Our responsibility is to express an opinion on the data within the scope of verification with the intention to inform Big Yellow's stakeholders.

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS United Kingdom Ltd affirm our independence from Big Yellow, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders. The assurance team was assembled based on their knowledge, experience and qualifications for this assignment and conducted the assurance in accordance with the SGS Code of Integrity.

## Assurance opinion and conclusion

On the basis of the methodology described and the verification work performed, nothing has come to our attention that causes us to believe that the KPI data within the scope of our verification as reported by Big Yellow in the Report is not, in all material respects, fairly stated. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

## Greenhouse gas (ghg) data

SGS concludes with limited assurance that there is no evidence to suggest that the presented CO<sub>2</sub> equivalent assertion is not materially correct and is not a fair representation of the CO<sub>2</sub> equivalent data and information and is not prepared

following the requirements of Big Yellow's 'Basis of reporting 2020/21', and the WRI/WBCSD GHG Protocol.

We planned and performed our work to obtain the information, explanations and evidence that we considered necessary to provide a limited level of assurance that the CO<sub>2</sub> equivalent emissions for the period 01/04/2020 – 31/03/2021 are fairly stated. This statement shall be interpreted with the CO<sub>2</sub> equivalent assertion of Big Yellow as a whole.

Big Yellow provided the GHG assertion based on the requirements of its 'Basis of reporting 2020/' and the WRI/WBCSD GHG Protocol. The GHG information for the period 01/04/2020 – 31/03/2021 disclosing gross emissions of 2,177 metric tonnes of CO<sub>2</sub> equivalent (Location-Based) and 139 metric tonnes of CO<sub>2</sub> equivalent (Market Based) are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria.

## Verified emissions by scope are as follows:

Scope 1 (Direct): 139 tCO<sub>2</sub>e

Scope 2 – Location based (Indirect): 2,038 tCO<sub>2</sub>e

Scope 2 – Market-based (Indirect): 0 tCO<sub>2</sub>e

Scope 3 – Water – 30.7 tCO<sub>2</sub>e

Scope 3 – Waste – 25.9 tCO<sub>2</sub>e

## Health & safety, people and community investment data

SGS concludes with limited assurance that there is no evidence to suggest that the reported data is not materially correct and is not a fair representation of data and information, and is not prepared following the requirements of Big Yellow's 'Basis of reporting 2020/21', and the GRI Report Quality principles of transparency accuracy, consistency, relevance and completeness.

## Good practice and opportunities for improvement

During the verification process some examples of good practice as well as some opportunities for improvement in underlying processes were identified and reported to Big Yellow with the aim of enabling a process of continual improvement in collection and reporting KPI data. It may be possible to roll out examples of good practice to other KPIs, or parts of the business and the opportunities for improvement identified may be considered for implementation during future reporting cycles:

### Good Practice

- The improvements to the health and safety management and reporting made last year have been consolidated
- People and Community data is generated from well managed systems, using clear and consistent reporting parameters
- Big Yellow operates a robust data collection process and the GHG data reporting platform used was found to be robust enough to provide accurate and consistent data reporting when tested.

### Opportunities for Improvement

- Overall reporting and verification processes could be strengthened by consolidating collection of KPIs into a single tool containing all definitions, calculations and parameters. This would assist with identifying errors in calculations, and also identifying gaps in verification or reporting.
- Consider using an online reporting database for managing health and safety reports at stores and fit-out sites.
- Continue efforts with obtaining detailed waste data and water data based on actual rather than estimated data.
- We welcome the decision to include Community Investment and People data in the scope of the assurance this year, and we encourage Big Yellow to continue to extend the scope of data assurance in future years.

Signed



**H. Crick**

Knowledge Business Manager

**For and on behalf of:** SGS United Kingdom Ltd  
Rossmore Business Park, Ellesmere Port, Cheshire CH65 3EN, UK

**Date:** 18th May 2021

# 14. Appendix

## 14.1 Appendix 1 – GRI Social Indicators

### Disclosure 102-8

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

Year Ended 31st March 2020	2018	2019	2020	2021
Permanent Males	214	216	220	222
Permanent Females	161	174	178	184
Temporary Males	4	1	2	4
Temporary Females	1	3	3	1
<b>Total</b>	380	394	403	411

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

Year Ended 31st March 2020	2018	2019	2020	2021
Permanent Stores	283	294	300	309
Temporary Stores	2	0	2	3
Permanent Bagshot	92	96	98	97
Temporary Bagshot	3	4	3	2
<b>Total</b>	380	394	403	411

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

Year Ended 31st March 2020	2018	2019	2020	2021
Full Time Males	199	199	199	209
Part Time Males	19	18	23	18
Full Time Females	118	130	133	151
Part Time Females	44	47	48	33
<b>Total</b>	380	394	403	411

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 division:

Year Ended 31st March 2020	2018	2019	2020	2021
New Starters Under 30 Years Old	53	57	65	47
New Starters 30-50 Years Old	26	37	56	39
New Starters Over 50 Years Old	1	6	14	7
<b>Total</b>	80	100	135	93

Year Ended 31st March 2020	2018	2019	2020	2021
New Starters Male	39	48	79	48
New Starters Female	41	52	56	45
<b>Total</b>	80	100	135	93

Year Ended 31st March 2020	2018	2019	2020	2021
New Starters Stores	66	80	112	85*
New Starters Bagshot	14	20	23	8*
<b>Total</b>	80	100	135	93*

\* Indicates data reviewed by SGS. See page [XX] for their independent assurance report.

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

Year Ended 31st March	2020	2021		2020	2021
Leavers Under 30 Years Old	61	32	Turnover Under 30 Years Old as % of Cumulative March Company Headcount	15%	8%
Leavers 30-50 Years Old	54	43	Turnover 30-50 years Old as % of Cumulative March Company Headcount	14%	11%
Leavers Over 50 Years Old	13	9	Turnover Over 50 years old as % of Cumulative March Company Headcount	3%	2%
<b>Total</b>	128	84	Total as % of Cumulative March Company Headcount	32%	20%
Year Ended 31st March	2020	2021		2020	2021
Leavers Male	73	42	Turnover Male as % of Cumulative March Company Headcount	18%	10%
Leavers Female	55	42	Turnover Female as % of Cumulative March Company Headcount	14%	10%
<b>Total</b>	128	84	Total as % of Cumulative March Company Headcount	32%	20%
Year Ended 31st March	2020	2021		2020	2021
Leavers Stores	105	72*	Turnover Stores as % of Cumulative March Store Headcount	26%	18%*
Leavers Bagshot	23	12*	Turnover Bagshot as % Cumulative March Bagshot Headcount	6%	3%*
<b>Total</b>	128	84*	Total as % of Total Cumulative March Company Headcount	32%	20%*

\* Indicates data reviewed by SGS. See page [XX] for their independent assurance report

## 14. Appendix (continued)

### Disclosure 401-2

Benefits which are standard for full time and part time employees of the organisation within Head Office and Stores:

14. Life Assurance offered at senior management level within Head Office to both full and part time employees.

15. 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.

16. Disability and invalidity coverage – Permanent Health Insurance offered at senior management level to full and part time employees within Head Office.

17. Parental leave – offered to all employees, both full and part time.

18. Retirement provision – all employees have the opportunity to be a member of the pension scheme – not exactly sure what is meant by retirement provision.

19. 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

Year ended 31st March		2019	2020	2021
A. Total number of employees that were entitled to parental leave <sup>21</sup> by gender	female	308 <sup>22</sup>	155	151
	male		183	197
B. Total number of employees who took parental leave by gender	female	1	0	0
	male	0	1	0
C. Total number of employees that returned to work in the reporting period after parental leave ended, by gender	female	1	0	0
	male	0	0	0
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	female	0	0	0
	male	0	0	0
E. Return to work and retention rates of employees that took parental leave, by gender	N/A	N/A	N/A	N/A

### Disclosure 403-2

Year Ended 31st March	2019	2020	2021
% of Hours Lost in Absence Stores	1.5%	2.0%	2.4%
% of Hours Lost in Absence Bagshot	1.4%	1.4%	0.5%
% of Hours Lost in Absence Company	1.5%	1.9%	1.7%

Please note: 'Hours lost' includes all paid and unpaid sickness excluding Covid-19 related absences. % 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.

[21] 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.

[22] Not broken down by gender

### Disclosure 404-1

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

Year Ended 31st March	2019	2020	2021
Average Hours of Training for Males	33.2	36.0	29.3*
Average Hours of Training for Females	32.6	34.2	32.6*

Please note: This will be affected by the number of PT females. PT complete less training  
\* Indicates data reviewed by SGS. See page 53 for their independent assurance report.

Year Ended 31st March	2019	2020	2021
Average Hours of Training for Stores	35.8	39.7	34.7
Average Hours of Training for Bagshot	22.4	21.6	19.0

### 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 (Inspire) designed to build confidence and prepare individuals for the next step in their career;

b) An 18-month Assistant Store Manager development programme (Evolve) which aims to build important management traits and provide individuals with a clear representation of the role of a Store Manager;

c) A two-year Store Manager programme (Lead) 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 attending conferences / seminars;

2. We run a number of internal training courses for Managers across the business which focus on management and personal skills, this includes 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 and Customer Service. 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;

## 14. Appendix (continued)

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 that they would like to develop further;

8. Store staff complete an induction programme comprising of a series of on-line Induction Modules, internal courses, webinars 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 personal and business skills, wellbeing, management development, 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, customer experience 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;

13. We use an on-line platform to complete performance reviews and set objectives;

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.

### Disclosure 404-3

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

Measurement Unit	Year Ended 31st March	2019	2020	2021
Percentage of Appraisals Completed	Management Stores	N/A	93%	99%
	Management Head Office	N/A	69%	67%
	Non-Management Stores	N/A	87%	99%
	Non- Management Head Office	N/A	76%	95%
	All Employees	54.6%	87%	95%

### Disclosure 405-1

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

Male / Female – Stores	2019	2020	2021
Percentage of Male Employees in Stores	58%	56%	55%
Percentage of Female Employees in Stores	42%	44%	45%
Total	100%	100%	100%
Male / Female – Bagshot	2019	2020	2021
Percentage of Male Employees in Bagshot	47%	52%	55%
Percentage of Female Employees in Bagshot	53%	48%	45%
Total	100%	100%	100%

Age – Stores	2019	2020	2021
Percentage of Under 30 Years Old in Stores	43%	39%	36%
Percentage of 30-50 years Old in Stores	52%	55%	57%
Percentage of Over 50 years Old in Stores	5%	6%	7%
Total	100%	100%	100%

Age – Bagshot	2019	2020	2021
Percentage of under 30 years old in Bagshot	15%	14%	12%
Percentage of 30-50 years old in Bagshot	60%	61%	59%
Percentage of over 50 years old in Bagshot	25%	25%	29%
Total	100%	100%	100%

### Disclosure 405-2

is covered by Gender Pay Gap Reporting.



You can access  
more information  
about us on our website

**bigyellow.co.uk**



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