

C0. Introduction

C0.1

**(C0.1) Give a general description and introduction to your organization.**

Big Yellow Group PLC ("Big Yellow" or 'BYG') is the market leading operator in UK self storage. It is the owner and developer of a 76-store portfolio of purpose built, self-storage buildings and was established in 1999. Its stores are located UK-wide, but mainly based in London and the South East. Big Yellow is a Real Estate Investment Trust (REIT) and has established a strong CSR and Sustainable Development Policy with a progressive carbon reduction program from 2007. Our policy sets out how we manage the impact of our business on society and the environment, to control our risks and manage our opportunities in an efficient way. More recently, we have also started to assess the impact a changing climate has on Big Yellow.

Big Yellow has been classified as having a "low environmental impact" by the Ethical Investment Research Index Series (EIRIS) because it is involved in Support Services. Notwithstanding this, in order to reduce our operational costs, increase profit and shareholder value and minimise risk of exposure to fluctuating energy costs and growth in awareness of issues such as single-use plastics and climate-change related risks, the Big Yellow Board has continued to commit significant resources to its carbon reduction strategy and energy efficiency programmes. The Big Yellow Board has also committed to a broader review of risks and opportunities - guided by the TCFD - across our real estate's lifecycle: from store planning, design and construction to store operation and real estate / facilities management. During 2019/20, Big Yellow:

- further increased transparency and quality of reporting – and Big Yellow have been recognised for our efforts, both by our increased performance by the FTSE4Good ratings and our first ever EPRA sBPR silver award (improved from a bronze the year before).
  - have been included in the top 100 Sunday Times Best Companies To Work For 2019.
  - delivered consistent progress against our environmental commitments – most pleasingly we have now delivered all of our 1,600kg single-use plastic reduction target
  - have published our energy intensity target: 60% decrease by 2030 from our 2011 baseline; we are at 53.8%
  - improved our key emission intensity metric: and it is now at 7.2 kg CO2e/ Customer Occupancy m2
  - as of October 2019, we now purchase REGO-backed, 100% renewable electricity from Opus Energy, which allows us to report our market-based electricity as 'zero carbon'
  - have appointed a Non-Executive Director for Sustainability (March 2020)
  - signalled the commitment to a net zero carbon strategy
  - have refreshed information on 'How we meet our Stakeholders' needs'
- [https://corporate.bigyellow.co.uk/application/files/2515/8692/9032/Meeting\\_the\\_needs\\_of\\_all\\_of\\_our\\_Stakeholders\\_.pdf](https://corporate.bigyellow.co.uk/application/files/2515/8692/9032/Meeting_the_needs_of_all_of_our_Stakeholders_.pdf)
- have refreshed and externally published our Materiality Assessment [https://corporate.bigyellow.co.uk/application/files/7815/9116/4972/Materiality\\_Assessment\\_2020.pdf](https://corporate.bigyellow.co.uk/application/files/7815/9116/4972/Materiality_Assessment_2020.pdf)

Big Yellow produce a 'Basis of Reporting' document each year, that sets out our reporting scope in detail [https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big\\_Yellow\\_CSR\\_Basis\\_of\\_Reporting\\_2019\\_20.pdf](https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big_Yellow_CSR_Basis_of_Reporting_2019_20.pdf).

During the year, Big Yellow have introduced the following changes:

- Confirmed our process for restating emissions, allowing for the different cycles of Big Yellow's Annual Report production and DEFRA's publication of conversion factors - i.e. DEFRA conversion factors are aligned to calendar year (January-December); BY reporting cycle is April-March.
- Published our energy intensity target - to date they were exclusively targets for internal use.
- Commenced improvement of water data quality - obtaining meter reads where possible from our store teams directly.
- Included market-based total scope 2 emissions (please note, this figure is currently not audited) .
- Waste and Water data have undergone an external verification process to allow us to make improvements both to data collection and day to day management.
- Developed and published further process and policy documentation on energy and risk management . Risk management now aligned to the TCFD recommendations.
- Developed an 'End of Year Checklist' with external consultancy EcoAct to ensure data accuracy for auditing purposes.
- Commenced the development of a Net Zero Carbon Strategy; to be presented to our first Sustainability Board Committee meeting in September 2020.

C0.2

**(C0.2) State the start and end date of the year for which you are reporting data.**

	Start date	End date	Indicate if you are providing emissions data for past reporting years	Select the number of past reporting years you will be providing emissions data for
Reporting year	April 1 2019	March 31 2020	Yes	1 year

C0.3

**(C0.3) Select the countries/areas for which you will be supplying data.**

United Kingdom of Great Britain and Northern Ireland

C0.4

(C0.4) Select the currency used for all financial information disclosed throughout your response.

GBP

C0.5

---

(C0.5) Select the option that describes the reporting boundary for which climate-related impacts on your business are being reported. Note that this option should align with your chosen approach for consolidating your GHG inventory.

Operational control

C-CN0.7/C-RE0.7

---

(C-CN0.7/C-RE0.7) Which real estate and/or construction activities does your organization engage in?

Buildings management

C1. Governance

---

C1.1

---

(C1.1) Is there board-level oversight of climate-related issues within your organization?

Yes

C1.1a

---

**(C1.1a) Identify the position(s) (do not include any names) of the individual(s) on the board with responsibility for climate-related issues.**

Position of individual(s)	Please explain
Chief Operating Officer (COO)	Big Yellow's Operations Director represents CSR, including climate-related issues, at Big Yellow's Board Meetings. He has direct responsibility for oversight of climate change related issues. He chairs the Big Yellow Quarterly CSR Forum, made up of Construction Director, Head of Estates and Facilities, Head of Development and Head of CSR (co-chair) which deals with all environmental and climate-related topics. He has line management responsibility for the Head of CSR and the Head of Facilities and Estates. The Head of CSR provides a bi-monthly Big Yellow Board update, which is sent to the Operations Director, who reviews and requests more information where necessary. These board updates are sent as pre-reads to the Board Meetings. The Operations Director will make decisions on actions to be taken to manage climate related aspects and will adapt business decisions where necessary to take into account climate related aspects. He will for example review Facility planned maintenance budgets and plan upgrades or modifications, such as energy saving measures or the installation of Solar panels. Where the required adaptation exceeds his financial remit, he will make representation to the board to obtain the necessary funds. During the year the Quarterly CSR Forum implemented the recommendations of the TCFD and drafted a proposal for integrating these into the Business process, which was accepted by the CFO early 2020; the Risk Committee will give these due consideration during their yearly review in January 2021. It is the Operations Director's role to provide the CEO and /or Board with further information or report on feedback or questions from the Board to the Quarterly CSR Forum on all matters concerning environmental and climate-change related issues & programmes.
Chief Financial Officer (CFO)	The CFO ensures budgets are available for climate related investments such as on-site renewable energy installations, energy efficiency options, such as motion sensors and LED lights. The CFO is also the gatekeeper for the Big Yellow's internal business risk assessment. Physical climate risk aspects, such as 'flooding', are currently included as part of the business risk process, however, the Quarterly CSR Forum have identified room for improvement with regards to transition risks. Work has commenced to quantify transition climate-change related risk aspects; a first draft has been submitted to the CFO who has accepted all and - subject to a review by the newly formed Sustainability Committee in September - will be presenting the updated business risk matrix to the board in January 2021. These risks have been documented and shared as part of our GRESB submission (TCFD Risks March 2020_external.) The CFO is critical in supporting the Quarterly CSR Forum with assessing likely financial impact of the identified climate-change related risks and opportunities. He provides guidance on ROI on proposals for example. The CFO (together with the CEO) manage the relationships with our investor community and therefore play an instrumental role in managing climate -related risks and opportunities , in particular 'transition risks' where investment is required. This year, we have managed to increase our debt facility with one lender , in part to the fact that all but one of our stores have an EPC rating of C or better. <a href="https://otp.tools.investis.com/clients/uk/big_yellow1/rms/regulatory-story.aspx?cid=709&amp;newsid=1383499&amp;culture=en-GB">https://otp.tools.investis.com/clients/uk/big_yellow1/rms/regulatory-story.aspx?cid=709&amp;newsid=1383499&amp;culture=en-GB</a>
Other C-Suite Officer	Big Yellow Construction Director ensures that environmental and climate- related aspects of construction are taken into account, such as the inclusion of flood defence solutions (i.e. Sustainable Urban Drainage); biodiversity aspects such as green roofs and living walls. The Construction Director is key in gathering and evaluating subject matter expertise and stakeholder input into current construction projects. He has published a refreshed Sustainable Construction Policy and is responsible for ensuring that construction suppliers meet our high standard when it comes to future-proofing our buildings. He is also a member of the Quarterly CSR Forum and is instrumental in identifying climate change related risks specific to construction, which allows us to work with our construction suppliers to deliver stores that are able to flourish. In most instances this early engagement means stores come equipped with a range of adaptations, such as: - Roof mounted solar PV array; - Air source heat pump; - Semi rapid electrical vehicle chargers; - Low energy led light fittings and motion sensors; - Water saving devices and sub metering of energy circuits; - Cycling facilities; - Sustainable urban drainage incorporating a green/brown roof which reduces surface water run off to green field rates; - Bird boxes, hedgerows and native planting at ground level. - High energy efficiency ratings and BREEAM grades . During the year the Quarterly CSR Forum implemented the recommendations of the TCFD and drafted a proposal for integrating these into the Business process, which was accepted by the CFO early 2020; the Risk Committee will give these due consideration during their yearly review in January 2021.
Other, please specify (Head of CSR)	Head of CSR is appointed by the Board to oversee CSR, Sustainability and climate change strategy and programmes within the organisation and ensures that the board have best information available to discharge their duties with regards to climate-related issues. She is one of eight key executives; together with the Executive Directors they form a 12-strong leadership team. The Head of CSR chairs the Quarterly CSR Forum; the Forum implemented the recommendations of the TCFD, guided by the Head of CSR, conducted scenario modelling and drafted a proposal for integrating these into the Business process. The Head of CSR works with external subject matter experts, such as NGOs, Consultants and Industry Peers to ensure Big Yellow's strategy and commitment reflects the need set by the current Climate Emergency and changing stakeholder and legislative requirements. During the year the Quarterly CSR Forum implemented the recommendations of the TCFD and drafted a proposal for integrating these into the Business process, which was accepted by the CFO early 2020; the Risk Committee will give these due consideration during their yearly review in January 2021. The Head of CSR also works closely with the Head of Marketing to engage customers and employees on ESG topics.
Other, please specify (Head of Estates and Facilities)	Head of Estates and Facilities oversees managing physical, operational aspects of our stores. He is part of the Quarterly CSR Forum: During the year the Quarterly CSR Forum implemented the recommendations of the TCFD and drafted a proposal for integrating these into the Business process, which was accepted by the CFO early 2020; the Risk Committee will give these due consideration during their yearly review in January 2021. The Head of Estates and Facilities is critical in ensuring efficiency gains made through investment in new technologies either at construction stage or part of a retrofit initiative are maintained and developed further. He is also critical in assessing changing budgetary requirements and specific adaptation needs as the physical impact of climate change related extreme weather events start to affect our store infrastructure. Facilities expenditure variations are used to trigger climate related risk aspects and so the Head of Estates and Facilities is particularly important to ensure the business assesses and understands fluctuation in expenditure and their drivers.
Other, please specify (Head of Development)	Head of Development (Acquisitions) ensures that climate related aspects of construction are considered, such as the inclusion of flood defence solutions such as SUDs ; biodiversity aspects such as green roofs, on site solar generation and living walls. He is key in the early engagement with local planning and local experts, gathering and evaluating subject matter expertise and stakeholder input for the Construction team. He is also a member of the Quarterly CSR Forum: During the year the Quarterly CSR Forum implemented the recommendations of the TCFD and drafted a proposal for integrating these into the Business process, which was accepted by the CFO early 2020; the Risk Committee will give these due consideration during their yearly review in January 2021.
Board-level committee	As of March 2020, Big Yellow has appointed a Non-Executive Director, Sustainability, who will be chairing the newly created Board Committee Sustainability, whose role will include: Sustainability performance review: - review the current financial year's performance , Sustainability Materiality -Review and provide guidance to management on emerging social and environmental issues to determine how material they are to the long-term value of the business. -Review and make recommendations to management on reporting to shareholders and other communities regarding corporate responsibility activities; Sustainability Risk: -Consider social and environmental risks, and the mitigating actions that are in place. -Pay particular attention to the clarity of disclosure of the Company's TCFD (Task Force on Climate-related Financial Disclosure) statements; Sustainability Strategy -Review and provide guidance to management, and report to the Board regarding the involvement of significant corporate responsibility issues in major business decisions, to protect the Company's valuable goodwill, and human and intellectual capital. -Present any proposed changes in sustainability strategy to the Executive Committee for approval.
Other, please specify (Non-Executive Director, Sustainability)	The NED, Sustainability chairs the Board Sustainability Committee, which meets twice a year. She will also work closely with the Head of CSR and the Operations Director to support the CSR function in delivering its strategy. During 2019/20, she has encouraged us to sign up to the Hard Hat Recycling scheme. <a href="https://otp.tools.investis.com/clients/uk/big_yellow1/rms/regulatory-story.aspx?cid=709&amp;newsid=1347994&amp;culture=en-GB">https://otp.tools.investis.com/clients/uk/big_yellow1/rms/regulatory-story.aspx?cid=709&amp;newsid=1347994&amp;culture=en-GB</a>

**C1.1b**

**(C1.1b) Provide further details on the board's oversight of climate-related issues.**

Frequency with which climate-related issues are a scheduled agenda item	Governance mechanisms into which climate-related issues are integrated	Scope of board-level oversight	Please explain
Scheduled – some meetings	<p>Reviewing and guiding strategy</p> <p>Reviewing and guiding major plans of action</p> <p>Reviewing and guiding risk management policies</p> <p>Reviewing and guiding annual budgets</p> <p>Reviewing and guiding business plans</p> <p>Setting performance objectives</p> <p>Monitoring implementation and performance of objectives</p> <p>Overseeing major capital expenditures, acquisitions and divestitures</p> <p>Monitoring and overseeing progress against goals and targets for addressing climate-related issues</p> <p>Other, please specify (Reviewing and guiding the work conducted as part of the TCFD assessment)</p>	<Not Applicable>	<p>The physical risks to our Big Yellow stores - posed by a range of hazards, including climate- change related issues such as flooding - is a firm and permanent part of our Business Risk Management process. It is reported in the 'Governance' section of our Annual Report. ('Principle Risks and Uncertainties, page 38). For broader, climate-change related issues - such as have been set out by the TCFD for example - the Quarterly CSR Forum has been tasked with assessing broader risks and reporting these to the Board. During the year, we have published a high- level overview as to the work the Quarterly CSR Forum has undertaken. It is worth noting that the Quarterly CSR Forum itself has a remit to authorise spend or approve a course of action, mainly with regards to physical aspects of climate-change related issues. The Forum consists of Directors / Heads of who have budgetary control over aspects such as Facilities and who are therefore able to and expected to manage a number of identified risks as 'business as usual'. This for example applies to where storms have damaged buildings. Governance Process: The Head of CSR prepares a high-level update to the Board for every board meeting (every 2 months). The Operations Director (who co- chairs the CSR forum) presents the report, relevant topics are tabled as and when required; the Board is provided with a high-level overview of all issues, current and anticipated as a pre-read for each Board meeting. Expenditure and strategy are ratified where relevant if above the limit set to the budget holders. Objectives are set by Director of Operations (COO) and reviewed by the CSR forum. Please find an overview of our TCFD process here <a href="https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing_Climate_Related_Risks_and_Opportunities_2020.pdf">https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing_Climate_Related_Risks_and_Opportunities_2020.pdf</a> The Head of Facilities and Estates prepares a high-level update for each store/ asset to the Board for every board meeting (every 2 months). This includes updates on programmes of work to repair or upgrade specific assets in line with the identified risks and opportunities as part of the TCFD work. The Operations Director (who co- chairs the CSR forum) presents the report, relevant topics are tabled as and when required. The Construction Director prepares a high-level update for each construction site to the Board for every board meeting (every 2 months). This includes updates on adaptation required to deal with climate change related risks, such as raising floor height to minimise the impact of flooding or the installation of renewable energy generation on site such as Solar PV or air source heat pumps.</p>

**C1.2**

**(C1.2) Provide the highest management-level position(s) or committee(s) with responsibility for climate-related issues.**

Name of the position(s) and/or committee(s)	Reporting line	Responsibility	Coverage of responsibility	Frequency of reporting to the board on climate-related issues
Chief Executive Officer (CEO)	<Not Applicable>	Other, please specify (The CEO has tasked the Quarterly CSR Forum to conduct a full assessment and report to him. The Head of CSR provides board updates to every meeting.)	<Not Applicable>	More frequently than quarterly
Chief Operating Officer (COO)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly
Other, please specify (Head of CSR)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly
Sustainability committee	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	Half-yearly
Other committee, please specify (Quarterly CSR Forum)	<Not Applicable>	Both assessing and managing climate-related risks and opportunities	<Not Applicable>	More frequently than quarterly

**C1.2a**

**(C1.2a) Describe where in the organizational structure this/these position(s) and/or committees lie, what their associated responsibilities are, and how climate-**

**related issues are monitored (do not include the names of individuals).**

Big Yellow has a relatively flat management structure. Big Yellow operates with a leadership team of 12 individuals, comprising of four Executive Board Directors, supported by eight key executives within the business. Big Yellow Group does not have a formal Executive Committee or formal Operating Board as we use a more flexible approach to the day-to-day management of our business.

In addition to the four Executive Board Directors, the other members of the executive team cover finance, sales and marketing, operations, construction, human resources, information technology and digital security, and CSR.

To ensure the effectiveness of the Board, there are at present six independent Non-Executives on the Board.

Chief Operation Officer (At Big Yellow, we use the term Operations Director): The Operations Director is one of four Executive directors that make up the Executive board. His role oversees the strategic, operational aspects of running Big Yellow. Together with the other three Executive Directors, he is responsible for:

- implementing the Group's Business plan and strategy;
- managing the risk of the business;
- focussing on financial performance. He has joint line management responsibility for the Head of CSR, who is one of the eight key executives within Big Yellow. In addition, the Operations Director co-chairs the Quarterly CSR Forum together with the Head of CSR.

The Quarterly CSR Forum meets formally on a quarterly basis and informally in a variation of compositions in between the quarterly meetings. It consists of Head of CSR, Construction Director, Head of Estates and Facilities, Head of Development (Acquisitions) and Operations Director. This group of individuals have direct control over most significant aspects of Big Yellow's operations that are considered particularly relevant to environmental issues including climate-change related issues.

The Head of CSR will bring relevant climate-related issues to both the Operations Director and the Quarterly CSR Forum for evaluation. Depending on the financial level of intervention needed, the Quarterly CSR Forum in ca 90% of instances can make the required strategic decisions directly, for example the inclusion of electric vehicle charging pods as standard for new construction developments.

Where the intervention exceeds the financial authorities of the group, the Operations Director will present the case at the next available Board Meeting, where ultimately the CEO will approve or reject proposals.

CEO: The CEO is one of four Executive Directors that make up the Executive Board. Together with the other 3, he is responsible for:

- implementing the Group's Business plan and strategy;
- managing the risk of the business;
- focussing on financial performance.

He has joint line management responsibility for the Head of CSR / Sustainability

Due to our flat structure, assigning responsibility to our Operations Director allows for the fasted decision making as that role has both ultimate operational budget responsibility for a number of aspect, such as Maintenance, as well as direct access to more strategic / more expensive / longer-term decision making as one of the four Executive Board Directors.

Our rationale for this structure is that we find it optimises the speed of decision making. We believe this will hold us in good stead as climate change affects our assets and our business going forward and agile decision making will be a key capability to ensure a long-term, sustainable business.

Climate-change aspects, as well as our broader CSR agenda are complex and multi-faceted. We have made the decision to recruit a Non-Executive Director with a background in Sustainability to further enhance our internal competencies. This independent individual will provide guidance, judgement and insights, supporting our understanding and management of climate-change related risks and opportunities. The role of Non- Executive Director, Sustainability will be establishing a Sustainability Committee with the first meeting scheduled for September 2020.

This Committee, chaired by our new Non-Executive Director, is a half-yearly sub-committee of the full Board and is responsible for the governance of our wider sustainability strategy and programmes, including climate-related issues. The Committee will be expected to:

- examine Sustainability Framework and Strategy, is it fit for purpose;
- review our performance review;
- confirm/ amend material topics;
- review progress of work as part of the TCFD recommendations.

The Head of CSR will attend the Committee and assist the NED with the secretariat of the Committee, including producing agenda and providing the required discussion documents and pre-reads to allow the Sustainability Committee to meet its obligations.

## C1.3

### (C1.3) Do you provide incentives for the management of climate-related issues, including the attainment of targets?

	Provide incentives for the management of climate-related issues	Comment
Row 1	Yes	

## C1.3a

### (C1.3a) Provide further details on the incentives provided for the management of climate-related issues (do not include the names of individuals).

Entitled to incentive	Type of incentive	Activity incentivized	Comment
Board Chair	Monetary reward	Efficiency target	The Big Yellow Board chairman has a bi-annual bonus, an annual Share Save Incentive Scheme; and Long-Term Share Incentive Plan. Established ethical and sustainability responses to investor research benchmarks from the establishment of the company (~1999). Efficiency indicators are calculated and published as part of our Annual Reporting obligations; as an organisation our investors hold our board to account on a range of efficiency metrics, 'carbon intensity per sq. m occupied' is one of our core metrics. As our investors are becoming increasingly interested in Big Yellow's ESG performance, 'monetary reward' is increasingly linked to our company's ability to retain and attract investors which is crucial to our growth strategy. During 2020 with our new NED Sustainability on board, we will look to review the KPIs. We also look to identify a relevant a transition-risk based KPI in future.
Chief Executive Officer (CEO)	Monetary reward	Efficiency target	The Big Yellow CEO has a bi-annual bonus, an annual Share Save Incentive Scheme and Long-Term Share Incentive Plan. Established first CSR / Sustainable Development / Environmental Position in 2007 and established the Big Yellow Foundation (2017), a CIO charity looking to enable vulnerable individuals back into work. He is now the chair of trustees of the Big Yellow Foundation. Efficiency indicators are calculated and published as part of our Annual Reporting obligations; as an organisation our investors hold our board to account on a range of efficiency metrics, 'carbon intensity per sq m occupied' is one of our core metrics. As our investors are becoming increasingly interested in Big Yellow's ESG performance, 'monetary reward' is increasingly linked to our company's ability to retain and attract investors which is crucial to our growth strategy. During 2020 with our new NED Sustainability on board, we will look to review the KPIs.
Chief Financial Officer (CFO)	Monetary reward	Efficiency target	The CFO has a bi-annual bonus, an annual Share Save Incentive Scheme and the Long-Term Share Incentive Plan. This provides finance for sustainable investments to CSR and other departments for: sustainable Design; Planning; Construction; Operations; Estates and Facilities Management (store portfolio retrofit) since 2008. Efficiency indicators are calculated and published as part of our Annual Reporting obligations; as an organisation our investors hold our board to account on a range of efficiency metrics, 'carbon intensity per sq m occupied' is one of our core metrics'. As our investors are becoming increasingly interested in Big Yellow's ESG performance, 'monetary reward' is increasingly linked to our company's ability to retain and attract investors which is crucial to our growth strategy. During 2020 with our new NED Sustainability on board, we will look to review the KPIs. We also look to identify a relevant a transition-risk based KPI in future.
Other, please specify (Head of CSR/ Sustainability)	Monetary reward	Emissions reduction project Emissions reduction target Energy reduction project Energy reduction target Efficiency project Efficiency target Behavior change related indicator Environmental criteria included in purchases Supply chain engagement Company performance against a climate-related sustainability index	Our Head of CSR/ Sustainability has a bi-annual bonus, an annual Share Save Incentive Scheme and the Long-Term Share Incentive Plan. This relates to CSR Integration across the Group. The Head of CSR is incentivised on a range of indicators such as: energy efficiency projects, behavioural change and engagement initiatives (internal and external), Supply Chain engagement, energy reduction project & targets and timely delivery of external reporting obligations. She is expected to meet or exceed the targets set by her to ensure Big Yellow's strategy remains fit for purpose and our stakeholders continue to recognise Big Yellow as a responsible, sustainable business.
Other, please specify (Store Managers)	Monetary reward	Behavior change related indicator Other (please specify) (deliver against store specific initiatives, such as water, waste, energy programmes and reduction of single use plastic products. Stores are also rewarded for social programmes, such as the Big Yellow Foundation.)	Our store managers have quarterly bonuses scheme and annual rewards under the Share Save Incentive Scheme. This relates to the implementation of: waste and water preservation, energy management through control of timer settings. During the year, we completed the removal of single use plastic packaging on own brand products, thanks to the commitment and dedication of the store managers and their teams. We also benchmark the stores performance around Foundation aspects, such as conversion rates.
Facilities manager	Monetary reward	Energy reduction project Efficiency target Company performance against a climate-related sustainability index	Our Head of Estates and Facilities has a bi-annual bonus, an annual Share Save Incentive Scheme and the Long-Term Share Incentive Plan. This relates to the project management of: internal store motion sensor lighting (MSL); zoned MSL; Power saver fittings; T8 to T5 lighting energy efficient re-lamping; T5 to LED re-lamping; efficient gas boiler replacement in 3 flexi offices; waste & recycling, management of on-site renewables infrastructure and energy purchasing. During the year the Head of Estates and Facilities successfully negotiated a 3 year electricity contract for 100% Rego-backed electricity.
All employees	Monetary reward	Behavior change related indicator	Big Yellow encourages a culture of partnership within the business and believes in staff participating in corporate performance through benefits such as customer feedback awards, bonus schemes and share incentives. We recognise and reward the exceptional performance, achievements and ideas of our people through a points recognition scheme, and allocated £68,000 worth of point for the year ended 31st March 2020. As our investors are becoming increasingly interested in Big Yellow's ESG performance, 'monetary reward' is increasingly linked to our company's ability to retain and attract investors which is crucial to our growth strategy.
All employees	Non-monetary reward	Behavior change related indicator	Big Yellow celebrates positive behaviour by highlighting best practice or particularly successful initiatives in our internal communication. We have a strong best practice culture and individuals who set new standards are singled out and invited to share their approach with others. The right behaviours are part of our internal promotion selection criteria. With the introduction of our quarterly Bigger Space Newsletter, we showcase exceptional employees or stores.
Other, please specify (Non-Executive Director, Sustainability)	Non-monetary reward	Emissions reduction target Other (please specify) (overall Sustainability strategy)	The role of the Big Yellow NED for Sustainability has been newly created and the individual confirmed in post in March 2020. It is hoped that the NED is able to support the creation of the net zero carbon strategy as well as developing other broader sustainability aspects.

## C2. Risks and opportunities

C2.1

---

**(C2.1) Does your organization have a process for identifying, assessing, and responding to climate-related risks and opportunities?**

Yes

C2.1a

---

**(C2.1a) How does your organization define short-, medium- and long-term time horizons?**

	From (years)	To (years)	Comment
Short-term	1	2	the long, medium- and short-term time frames used here are the same as Big Yellow's financial framework, see our Annual Report and Accounts 2020 page 141. We have aligned the climate change timelines to the business's timelines; this facilitates budget planning and other internal processes.
Medium-term	2	5	the long, medium- and short-term time frames used here are the same as Big Yellow's financial framework, see Annual Report and Accounts 2020 page 141 . We have aligned the climate change timelines to the business's timelines; this facilitates budget planning and other internal processes.
Long-term	5	30	the long, medium- and short-term time frames used here are the same as Big Yellow's financial framework, see Annual Report and Accounts 2020 page 141. The business's financial framework assesses long-term as 5 to 20 years, whereas as the climate change related framework currently looks to the year 2050.

C2.1b

---

## (C2.1b) How does your organization define substantive financial or strategic impact on your business?

It is the Big Yellow Board's role to provide entrepreneurial leadership of the Company within a framework of prudent and effective controls which enables risk to be assessed. Specifically, it is the Executive Directors that manage the overall risk to the Business, with the Audit Committee overseeing the Group's internal control framework and risk management process.

The company identifies several strategic objectives, which it sets out in the Annual Report (2020 page 38 ) and defines 'risk' as anything that could negatively affect the achievement of these objectives. It assesses each risk relative to the others and maps impact and likelihood.

Specifically, the Business Risk process sets out: 'intuitive net' impact and likelihood i.e. the realistic expected impact and likelihood if existing controls operate as intended.

The following scales are used:

Impact Scale: Considered in both reputational and financial impact terms

5 - threatens survival

4 - Material impact in the medium to long term

3- Material impact to the current year

2 - Minor impact to the current year

1 - Negligible impact

Likelihood scale

5 - Certain to occur

4 - Probable that could occur

3 - Possible that could occur

2 - Unlikely that could occur

1- Highly Unlikely that could occur

The identified risks are reported in the 'Principle risks and uncertainties' section of the Strategic Report (Annual Reports and Accounts 2020 page 38 onwards)

They form a fundamental part of our shareholder communication and conversation and allow us to set out our strategy to mitigate where possible. During the year, we have reviewed the individual business risk topics and have amended these where possible, to make it understood that individual risks can materialise due to climate-related aspects. We have submitted these to the business risk process during March 2020 and expect a more formal review at the Board Sustainability Committee in September 2020, with formal adoption of the climate related risks by the Big Yellow Board in January 2021.

Specifically, with regards to climate change, the 'physical risks' to our assets has the potential to represent a substantive financial impact on our business. Contributing factors potentially are the unpredictability of types of events that cause physical damage or the fact that mitigation may be difficult, if surrounding infrastructure is affected, i.e. our store is whole, but the road is not?

The potential impact could include:

- Increase cost for maintenance, preventative / adaptive investment and emergency repairs;
- Loss of revenue;
- Increase insurance premiums;
- Disrupted supply chain, limiting our ability to maintain existing stores / build new ones

The risks and uncertainties laid out in our Big Yellow Annual Report and Accounts 2020 (pages 38 to 40) are considered to have the most material - and substantive financial impact on the Group, its strategy and/ or objectives.

The Directors have carried out a robust assessment of the principle risks facing the Group, including those that would threaten its business model, future performance, solvency or liquidity.

Internally we have identified triggers that will prompt a review of current assessed risk for physical climate related events: increase in Facility spend (unplanned maintenance) by 10% over budget or more in any given year could become a substantive financial impact and is therefore something we monitor and report to the Board on.

Should that additional spend point be reached, a review of the risk and further mitigating actions will be considered. Actions may include enhancing asset-specific flood defences for example.

## C2.2

---

## (C2.2) Describe your process(es) for identifying, assessing and responding to climate-related risks and opportunities.

### Value chain stage(s) covered

Direct operations  
Upstream  
Downstream

### Risk management process

A specific climate-related risk management process

### Frequency of assessment

More than once a year

### Time horizon(s) covered

Short-term  
Medium-term  
Long-term

### Description of process

Big Yellow climate- change specific risk management process is actually both: at first it is a specific climate-related risk management process managed by a group (The Quarterly CSR Forum) which is subsequently integrated into our company-wide process. The rationale for this approach is easily understood when one considers the requirements of the TCFD, specifically the scenario planning aspects. We have found climate-related risks and opportunities assessment require significant time and effort to understand and conduct well. Scenario modelling for example is complex and time consuming and we feel it best to conduct this as a separate activity. The climate-related risk management process is set out in the 'Governance' section of the 'Sustainability Governance and Policy' section ([https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing\\_Climate\\_Related\\_Risks\\_and\\_Opportunities\\_2020.pdf](https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing_Climate_Related_Risks_and_Opportunities_2020.pdf)). We understood we needed to build the skills required to deal with these more complex and specific assessments and selected the Quarterly CSR Forum as the most appropriate group to task with that process. The Quarterly CSR Forum therefore assess climate-related risks which then become inputs into the wider business risk process. The Quarterly CSR Forum meets quarterly, however, after the first two climate change specific meetings it has dedicated one meeting per year to climate change processes; the current and short-to medium term aspects of climate change are a standing agenda item at all quarterly meetings. The Quarterly CSR Forum, consistent of Operations Director ('COO'), Construction Director, Head of Estates and Facilities, Head of Development and Head of CSR. We will therefore retain the ongoing review of climate related risks within the Quarterly CSR Forum setting and engage with the Business Risk process on at least an annual basis. The process steps at Big Yellow are: Step 1: Head of CSR prepares a long list and insights into the likely risks and opportunities connected with the nature of our business – Real Estate/ Asset owners - which are shared with the Quarterly CSR Forum. This long list comes from a range of internal and external subject matter experts and resources, including Consultants, Environmental Publications, Industry Bodies, the Met Office, IPCC, TCFD etc. Step 2: The Quarterly CSR Forum discuss and assess risks and opportunities and produce a short list of the most material topics. We seek consensus and a joint understanding of key issues for our business; each Department Head contributing insights as to current status and mitigative aspects to the process. For example, flooding risk: The Head of CSR reviewed the current flooding risk for all stores, which was discussed with the Forum. As a result, we understand that the majority of our flooding risks are adequately mitigated, however, we will continue to review. Step 3: The Quarterly CSR Forum reviewed existing business risk documentation and propose amendments where climate related risks and opportunities were already conceptually included, but not explicitly stated, for example flooding. Step 4: The Quarterly CSR Forum proposes new, specific climate change related risks to ensure principle risks are included within the business risk process Step 5: Members of the Quarterly CSR Forum work with Finance (CFO) to ensure the additions and new risks are understood, using the relevant business risk language. Step 6: CFO updates their business risk process, which involves approving new and amended risks with the Board. This last step is scheduled for January 2021. Using the business risk framework set out in C2.1b, the Board accepts or challenges the amendments and new risks, including the proposal of the controls that need to be put into place (if not in place already). It will also be required to make budget available where necessary in order to mitigate the identified risks. The Quarterly CSR Forum has produced seven modified or additional business risks, which have been provided to and accepted by the CFO: The Risk aspects the Forum has identified for modification were: A) Failure to acquire and execute appropriate sites (direct Operations and Upstream ; medium and long-term); the Quarterly CSR Forum recommends adding: 'Changing climate and resulting likely changes to planning restrictions will narrow choice of available sites further' as a 'contributing factor', for example. B) Failure to obtain sufficient funding for expansion plans (direct Operations and Upstream ; medium and long-term); the Quarterly CSR Forum recommends adding: 'Investors are looking to minimise their exposure in industries that fail to transition into a low carbon economy and/ or are disproportionately affected by climate change impacted assets / stranded assets' as a 'contributing factor', for example. C) Significant damage or loss of a store or serious injury to a customer or employee (direct Operations, short and medium term); G) Failure to gain, or delay in gaining required planning approval (direct Operations and Upstream ; medium and long-term) And it has identified the following as additional aspects for inclusion Addition 1) Failure to manage the transition to a low carbon economy (direct Operations, Up and Downstream, Medium and Long term); the Quarterly CSR Forum recommends adding: 'Emerging climate related regulation and quasi-legislation adds a burden to the business' as a 'contributing factor', for example. Addition 2) Failure to protect Big Yellow stores from climate related physical changes (direct Operations, short, medium and long term) Addition 3) Failure to deliver new Big Yellow stores in line with growth expectation (direct Operations, downstream, medium and long term) The Forum considers risks to its Direct Operations ('Operations') and Upstream ('Planning & Construction') in the greatest detail, as the opportunities for adaptation are greatest in these two aspects of our value chain. Our products (packaging materials) and our Downstream ('Customers') are connected; which is one reason why we moved from single-use plastic packaging to recycled card-board packaging. 'Changing customer perception, making us 'unacceptable' to deal do business'; 'Failure to appropriately communicate to customers and investors'; and 'Shifts in supply and demand for certain commodities, products, and services'; have all been assessed and documented in our newly created Business risk: 'Failure to manage the transition to a low carbon economy'. Our strategy to invest in on-site Solar energy generation is a direct response to ensure we remain an acceptable and desirable business partner in the long-term.

---

## C2.2a

---

**(C2.2a) Which risk types are considered in your organization's climate-related risk assessments?**

	Relevance & inclusion	Please explain
Current regulation	Relevant, always included	Current regulation, especially where it adds a cost to the business either in terms of payments to be made or internal/ external resources required, are a standard part of our climate-related risk assessments. Specific example: legislation that is regularly considered and part of the Big Yellow risk management process is ESOS . Our latest ESOS assessment - led by an external auditor - identified further opportunities to invest in on site generated energy, such as solar, which has fed into our strategy. Feed in Tariffs and other, related fiscal instruments are part of our climate-related opportunities assessments. 'Property Risk' is one of the key risks identified through our corporate risk management process (annual report ). We describe this as: 'There is a risk that we will be unable to acquire new development sites which meet management's criteria. This would impact on our ability to grow the overall store platform. The Group is also subject to the risk of failing to obtain planning consents on its development sites, and the risk of a rising cost of development.' Environmental standards for buildings such as BREEAM are increasingly becoming the norm, adding cost, time and complexity to our planning and construction processes - coupled with the wish for local housing in preference over other developments, this is a key risk to our business. We have internal and external experts to guide us through the process.
Emerging regulation	Relevant, always included	Emerging regulation, especially where it adds a cost to the business either in terms of payments to be made or internal/ external resources required, are a standard part of our climate-related risk assessments. The UK Government's 25-year Environmental plan, which was launched in 2018 'sets out our goals for improving the environment within a generation and leaving it in a better state than we found it. It details how we in government will work with communities and businesses to do this.' 'Property Risk' is one of the key risks identified through the Big Yellow corporate risk management process (see our Annual Report and Accounts 2020 ). We describe this as: 'There is a risk that Big Yellow will be unable to acquire new development sites which meet management's criteria. This would impact on our ability to grow the overall store platform. The Group is also subject to the risk of failing to obtain planning consents on its development sites, and the risk of a rising cost of development.' With the 25-year Environmental Plan likely to deliver ever more tighter controls around aspects such as biodiversity protection, this could affect our ability to grow and develop our business. Climate related risks contributing factors have been identified as: Disrupted energy supplies due to increasing energy demands from businesses and households; Introduction of retrospective development and building control measures e.g. fire safety, flood mitigation, energy efficiencies; Availability of skilled expertise and manual labour resources to complete projects; Availability of raw materials, disrupted supply chains; Ability to remedy / reuse contaminated land (limitation of waste disposal and cost to remediate site) Increasingly complex requirements to 'future proof' store estate from physical climate change and transitioning to a low carbon economy (e.g. installation of Solar PV / Batteries / EV charging pods Increase importance of minimising embodied carbon; recycled materials and carbon neutral buildings.
Technology	Relevant, sometimes included	In the strategic section of our Annual Report and Accounts 2020 we describe our business as 'Conversion into quality returns: Low technology and obsolescence product, maintenance capex fully expended'. Meaning our business itself is unlikely to be negatively affected by a shift in technology; our Board consider Big Yellow to be relatively resilient. In terms of climate-change related specific technologies, such as Solar PV, as our business is not dependent on the technology itself, rather a favourable legislative landscape that encourages investments in them, we have classified these under 'current and emerging legislation'. The ending of the FIT regime is of concern. As we build new stores, we assess best currently available technology at each stage of planning and construction. Increasingly we consider Technology together with 'Market' and 'Reputational' risks and opportunities. We understand that certain technologies could represent opportunities to the company. We have identified electric vehicle charging pods as one such opportunity and have amended our 'sustainable construction policy to include EV charging pods as standard on new built stores where space allows <a href="https://corporate.bigyellow.co.uk/sustainability/sustainable-construction">https://corporate.bigyellow.co.uk/sustainability/sustainable-construction</a> . Conversely, not having the right kind of technology in place , such as EV Charging pods may in future represent a risk to the business. At present this risk has been identified by the Quarterly CSR Forum and documented and addressed within the relevant operational parts of our business (Planning, Construction and Operations), it has not made it onto the overall business risk matrix at this point in time (does not meet the criteria for 'impact').
Legal	Not relevant, included	We have assessed 'Legal' risk as 'not relevant, included' as, due to the nature of our business, we are unlikely to be exposed to a climate-related legal challenge. We have examined this as part of 'Brand and reputation risk' : The Group is exposed to the risk of a single serious incident materially affecting our customers, people, financial performance and hence our brand and reputation and 'Security risk': The Group is exposed to the risk of the damage or loss of a store due to vandalism, fire, or natural incidents such as flooding. This may also cause reputational damage.' There is a - currently still remote - chance that climate change could trigger an event with the potential to affect our customers or employees in such a way that they will want to take legal action over any potential failings in addressing or avoiding the event. One such event may be a possible legal claim brought by a local community, should we fail to meet local planning requirements or affect the local community in currently unanticipated ways. We will continue to monitor this risk, especially as regulations evolves; in particular the biodiversity net gain directive may influence us to review the relevance rating of this risk.
Market	Relevant, always included	'Self storage market risk' is one of the key risks identified through our corporate risk management process (preliminary announcements <a href="https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf">https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf</a> page 27) There is a risk to the business that the self storage market does not grow in line with our projections, and that economic growth in the UK is below expectations, which could result in falling demand and a loss of income. Although we do not specifically state it in the business risk section, we nevertheless assess our business against global climate-change related trends, such as increasing urbanisation - hence our expansion strategy focusses on London and the South East - and the trend towards a 'sharing economy'. We have therefore assessed shifts in supply and demand for certain commodities, products, and services to be an opportunity for Big Yellow, such as EV charging pods and our expansion in on-site solar generation. Increasingly we consider Technology together with 'Market' and 'Reputational' risks and opportunities. We understand that certain technologies could represent opportunities to the company. We have identified electric vehicle charging pods as one such opportunity and have amended our 'sustainable construction policy to include EV charging pods as standard on new built stores where space allows <a href="https://corporate.bigyellow.co.uk/sustainability/sustainable-construction">https://corporate.bigyellow.co.uk/sustainability/sustainable-construction</a> ..There is a risk that we do not fully explore this opportunity and therefore perform less well against our potential. There is also a risk that the uncertainty around the UK leaving the EU does affect our business in a way we currently do not anticipate.
Reputation	Relevant, always included	'Brand and Reputation Risk' is one of the key risks identified through our corporate risk management process (preliminary announcements <a href="https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf">https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf</a> page 27) We frame the risk around a 'single serious incident materially affecting our customers, people, financial performance and hence our brand and reputation' and although we do not specifically state so, this could conceivably be a climate change related risk. Example: We extensively assess our brand value and reputation through Net Promoter Score assessments and we ensure all our climate change risk related aspects are proactively communicating helping to protect and enhance our brand. We do that for example by making our commitment to Sustainability visible through the Solar PV display panels in store and our annual in-depth CSR performance reporting. We also publish our commitments and achievement via social media, our own website including a range of case studies, where we explain in more detail what we have achieved. 18 months ago, with plastic attracting a vast amount of negative press and regulation along the lines of 'polluter pays principle a distinct possibility, we took the decision to remove the outer plastic packaging of our own branded products and replace it with thin cardboard. This has proved very popular with both staff and customers, protecting our employer brand customer brand and removing ca 1,600kg of plastic altogether. We also consider Technology together with 'Market' and 'Reputational' risks and opportunities. We understand that certain technologies could represent opportunities to the company. We have identified electric vehicle charging pods as one such opportunity and have amended our 'sustainable construction policy to include EV charging pods as standard on new built stores where space allows <a href="https://corporate.bigyellow.co.uk/sustainability/sustainable-construction">https://corporate.bigyellow.co.uk/sustainability/sustainable-construction</a> .
Acute physical	Relevant, always included	'Security Risk' is one of the key risks identified through our corporate risk management process ((preliminary announcements <a href="https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf">https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf</a> page 27)) Specifically, 'The Group is exposed to the risk of the damage or loss of store due to vandalism, fire, or natural incidents such as flooding. This may also cause reputational damage.' Example: We conduct detailed site assessments throughout our planning, acquisition and construction phases to ensure risks are adequately mitigated and our store infrastructure can cope with a variable future. As part of our Climate Change mitigation and adaptation initiatives, our stores have features that for example take the local aspects of 'water' into consideration – either by incorporating Sustainable Urban Drainage Systems (SUDs) or Rainwater Harvesting (see our Asset List in our Full CSR Report 2020). As part of the TCFD works, we have identified the following physical risks: 1 The impact of rising temperatures / warmer climate on our existing store portfolio (Chronic) 2. The impact of more frequent and severe storms producing large amount of water in short time frame on our existing store portfolio (Acute) Please read their full description in our Annual CSR report 2020 page 42 onwards.
Chronic physical	Relevant, always included	'Security Risk' is one of the key risks identified through our corporate risk management process (preliminary announcements <a href="https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf">https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf</a> page 27) Specifically, the Group is exposed to the risk of the damage or loss of a store due to vandalism, fire, or natural incidents such as flooding. This may also cause reputational damage. Although we currently frame the risk to business as 'single serious incident materially affecting our customers, people, financial performance and hence our brand and reputation', as part of the work our Quarterly CSR Forum is conducting, we are including chronic physical risks namely: • The impact of rising temperatures / warmer climate on our existing store portfolio; and: • The impact of more frequent and severe storms producing large amount of water in short time frame on our existing store portfolio. We anticipate that in the period up to 2030, the risks of natural hazards are likely to increase somewhat as a direct result of climate change, however, the majority of the impacts will be felt beyond 2030. Although we do not expect a dramatic increase in instances in the next 10 years, nevertheless the impact of excess water (i.e. localised flooding or storms) has the potential to be high. We have good visibility of our locale vulnerabilities and are able to look at adaptation should that become necessary. For example, we opened our Sheffield Bramall Lane store after the City floods of 2008; as a result, we built up the base level of our store by a further 500mm to ensure our storage areas would stay dry if similar (or even greater) flooding was to be repeated. A number of our stores feature a slightly raised ground floor or adjusted levels in our car parks to minimise the damage caused by local street flooding. Another established mitigation strategy is Urban Sustainable Drainage. Our Directors and Facility team conduct detailed and ongoing visual inspections of the premises to identify any maintenance needs as quickly as possible. During these inspections, more significant projects are discussed and scheduled. We may well experience an increase in our Facilities costs and have set a threshold of a 10% increase in unplanned Facility spend which will trigger an assessment of current plans and identify opportunities to mitigate climate-change related impacts in future.

**C2.3**

**(C2.3) Have you identified any inherent climate-related risks with the potential to have a substantive financial or strategic impact on your business?**

Yes

**(C2.3a) Provide details of risks identified with the potential to have a substantive financial or strategic impact on your business.****Identifier**

Risk 1

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Acute physical	Increased severity and frequency of extreme weather events such as cyclones and floods
----------------	--

**Primary potential financial impact**

Increased indirect (operating) costs

**Climate risk type mapped to traditional financial services industry risk classification**

&lt;Not Applicable&gt;

**Company-specific description**

Severe weather events do affect the fabric of Big Yellow stores and / or the infrastructure supporting them, such as drains, resulting in flooding, which require clearing and possibly introducing more costly fixes to ensure the problem does not re-occur or is mitigated. In a worst-case scenario, a severe flood affecting the surrounding roads could result not only in Big Yellow operation cost increases to repair any damage to Big Yellow stores, but also in a stranded asset if roads are impassable. For the quantification of this risk we are focussing on increases in Big Yellow Opex cost. We have not included the potential loss of earnings to Big Yellow as our revenue may only be lightly impacted as existing customers will continue to pay rent. Big Yellow have 9 stores in flood zone 3, if the ground floor became temporarily unusable due to localised flooding, this would affect 3.5% of Big Yellow floor space (sq. ft). Short term, any damage to Big Yellow stores is reported to the Big Yellow Board in the bi-monthly board updates. Longer term, the Quarterly CSR Forum looks at maintenance cost trends to assess what is connected to climate change and will look to identify more holistic solutions (assuming available) if unplanned maintenance costs increase by more than 10%. Big Yellow Head of Estates and Facilities, who is a permanent member of the Quarterly CSR Forum, is the budget holder for maintenance costs and so perfectly placed to inform the Forum as and when required. The Operations Director, who is both co-chair of the Quarterly CSR Forum and one of the four Big Yellow Executive Directors will be communicating risks and resulting actions to the Board. It is worth noting that our Big Yellow planning and construction processes include the careful and cautious assessment of local risks, including flooding, and our stores contain features to adapt to the locality (for example by building a raised floor or Sustainable Urban Drainage).

**Time horizon**

Medium-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

260000

**Potential financial impact figure – minimum (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – maximum (currency)**

&lt;Not Applicable&gt;

**Explanation of financial impact figure**

The figure provide represents ca 10% of those Big Yellow Facility costs that address: general maintenance and repair of Big Yellow stores, plumbing , landscaping / gardening, cleaning, drainage etc and is our working figure to assess our strategy in terms of how the risk is treated. (at £35,000 per Big Yellow store per annum) . At that level, the risk is partly mitigated ( we have raised floor height in some buildings to avoid the impact of flooding for example) and accepted in others (mainly where an assessment has shown that urban drainage is sufficient to cope with large amounts of water being dropped in a short time frame).

**Cost of response to risk**

12000000

**Description of response and explanation of cost calculation**

A) At Big Yellow planning / construction stage: Big Yellow manage the planning and construction of properties very tightly. The building of each Big Yellow site is handled through a design and build contract, with the fit-out project managed in-house using an established professional team of external advisers and sub-contractors who have worked with us for many years to our Big Yellow specification. Big Yellow carried out an external benchmarking of our construction costs and tendering programme in 2016, which had satisfactory results. B) Operational: On an ongoing basis: as a consumer-facing branded business, it is paramount to maintain the quality of our Big Yellow estate and customer offering. Big Yellow therefore continue to invest in preventative maintenance, store cleaning and the repair and replacement of essential equipment. The ongoing annual expenditure is approx. £35,000 per Big Yellow store, which is included within cost of sales. This excludes our rolling programme of Big Yellow store makeovers (approx. every 5 years), at a cost of approx. £35,000 per store. Over the last five years we have invested £12 million in the upkeep and maintenance of our Big Yellow stores, all of which has been expensed in the income statement. Climate change related programmes, such as the installation of LED lighting are part of Big Yellow's programme and approach. In a small number of Big Yellow stores where flooding is a particular concern, Big Yellow have taken special measures during the construction process, by raising floor slabs above the 1:100 year flood level, in effect making the store an island.

**Comment**

cost of management is for past 5 years investment at operational level. This does not include increase cost during construction phase for climate change related aspects.

**Identifier**

Risk 2

**Where in the value chain does the risk driver occur?**

Direct operations

**Risk type & Primary climate-related risk driver**

Chronic physical	Rising mean temperatures
------------------	--------------------------

**Primary potential financial impact**

Decreased revenues due to reduced demand for products and services

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

In our Big Yellow stores, only the reception area is currently heated / cooled. The storage space relies on ventilation, which switches on when the temperature rises over 23 degrees centigrade. We do not know how the ventilation system will cope during prolonged higher temperatures, there is a risk that part of our Big Yellow stores will become unpleasant or even unsafe for individuals to occupy over a longer period, say a few hours. The risk is two-fold: health & safety concerns for Big Yellow staff, Big Yellow visitors and Big Yellow customers and loss of revenue if Big Yellow storage area becomes unusable / undesirable to our customers.

**Time horizon**

Long-term

**Likelihood**

Unlikely

**Magnitude of impact**

Medium-high

**Are you able to provide a potential financial impact figure?**

Yes, an estimated range

**Potential financial impact figure (currency)**

<Not Applicable>

**Potential financial impact figure – minimum (currency)**

20000

**Potential financial impact figure – maximum (currency)**

1200000

**Explanation of financial impact figure**

The lower end figure is for the scenario that only the Big Yellow store reception areas (i.e. our employees) are materially affected and absenteeism increase - it is not likely that all Big Yellow stores are equally affected, so Big Yellow have made an assumption that ca 20% of Big Yellow stores are affected during the summer period. The higher range figure considers wider parts of our Big Yellow stores being affected and our customers as a consequence choosing to no longer store with Big Yellow which at present time Big Yellow assess as 'unlikely'. Big Yellow expect the upper floors of a store are more likely to be affected than the lower floor, with heat rising to the top. Therefore, the estimation is not based on a Big Yellow store not attracting any customers, but that a certain % of store space becomes not pleasant enough for customers to want to rent. With current revenue at £120'000'000, Big Yellow estimate 10% of stores may be affected at any given point in time, 10% of that store's lettable area may be affected at any given point in time.

**Cost of response to risk**

5000

**Description of response and explanation of cost calculation**

Big Yellow Management has tasked the Quarterly CSR Forum to assess and quantify all climate-change related risks. The Forum has done so and identified this particular risk as worthy of further investigating. The Head of CSR and Head of Estates and Facilities are due to agree on a programme of work to evaluate how ventilation works over a sustained warm period. This assessment is likely to take a few years (up to 2025). The Forum is expected to report to the CEO during 2020/21 as part of the overall reporting obligations through the TCFD work.

**Comment**

Big Yellow will select a small number of stores where temperature gages will be fitted and monitored to assess performance of valves and any impacts of prolonged warm periods. The cost of management is to implement a method to monitor and report on temperatures in stores - this does not include any costs to mitigate should temperatures rise above the current 23 degrees.

---

**Identifier**

Risk 3

**Where in the value chain does the risk driver occur?**

Upstream

**Risk type & Primary climate-related risk driver**

Emerging regulation	Mandates on and regulation of existing products and services
---------------------	--

**Primary potential financial impact**

Increased direct costs

**Climate risk type mapped to traditional financial services industry risk classification**

<Not Applicable>

**Company-specific description**

Particularly with regards to local policy development and implementation such as local planning obligations including not only construction BREEAM but operational BREEAM: increasing requirements add cost to the construction of Big Yellow stores and reduce Big Yellow's profitability. Furthermore, Self Storage is a small sub-category to the much wider Real Estate industry for whom BREEAM for example has been designed. Despite being markedly different, Big Yellow is asked to meet the same regulations and requirements as the mainstream section. This is occasionally not possible or only possible in a limited way; for example, daylight may be desirable in an office environment, but is sadly detrimental in a self-storage environment.

**Time horizon**

Medium-term

**Likelihood**

Very likely

**Magnitude of impact**

Medium

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

150000

**Potential financial impact figure – minimum (currency)**

&lt;Not Applicable&gt;

**Potential financial impact figure – maximum (currency)**

&lt;Not Applicable&gt;

**Explanation of financial impact figure**

Increase in planning policy, such as specific requirements to achieve BREEAM standards, renewable energy generation etc add cost to our Big Yellow Construction partners; these costs are passed through to Big Yellow. A BREEAM excellent standard adds ca £100,000 per build, Solar PV installations (depending on size) can add another £50,000 - £70,000 pounds per build. Additional requirements can furthermore delay the completion of a build, which results in loss of earnings to Big Yellow.

**Cost of response to risk**

0

**Description of response and explanation of cost calculation**

Big Yellow manage the planning and construction of Big Yellow properties very tightly. The building of each Big Yellow site is handled through a design and build contract, with the fit-out project managed in-house using an established professional team of external advisers and sub-contractors who have worked with us for many years to our Big Yellow specification. Even though the potential impact figures are relatively large, compared to the overall cost of a construction project, they represent less than 5% of construction costs. The increase in complexity adds a Big Yellow cost to the management, this varies from build to build, and is difficult to put a figure to it as it is such an integral part of the overall construction process.

**Comment**

This aspect is already tightly managed through Big Yellow Construction team's approach. Please see our Big Yellow Sustainable Construction website pages & policy. Cost of management is very difficult to assess: our most recent Big Yellow store in Manchester, took 10 years to build; a number of aspects changed that all needed to be taken into consideration. To date Big Yellow absorb this cost in the overall build cost and have therefore assigned a cost of management of £0. As regulations increase further, we will closely monitor management cost - the area we will see most likely increase is a) in the range of external experts Big Yellow will need to engage to conduct all the various assessments and b) the inclusion of further technology into the build, such as smart building management, renewable energy generation, specialist planting and landscaping etc.

**C2.4****(C2.4) Have you identified any climate-related opportunities with the potential to have a substantive financial or strategic impact on your business?**

Yes

**C2.4a****(C2.4a) Provide details of opportunities identified with the potential to have a substantive financial or strategic impact on your business.****Identifier**

Opp1

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Energy source

**Primary climate-related opportunity driver**

Use of new technologies

**Primary potential financial impact**

Reduced indirect (operating) costs

**Company-specific description**

Big Yellow see current rate of development in low emission technology as an exciting opportunity to deliver clean energy sources but also to make our Big Yellow estate more efficient. We have in the past invested at relatively early stages of technological development, we for example invested in 2 wind turbines that unfortunately did not deliver on return on investment, so our current approach is to keep a watching brief and engage external experts to help us maximise opportunities presented by the use of new technologies. Until 2017 we invested heavily in LED lighting and motion sensors and now nearly all of our stores use energy as efficiently as possible; each new store opened over the last few years has been equipped with Solar PV technology. During the year, we have asked one of our suppliers to produce a feasibility assessment for battery storage for us. Unfortunately, with a ROI of between 18 and 20 years and a battery lifespan of only 10 years, the timing is not right to invest in existing battery technology. We will be monitoring this on a yearly basis and are pre-disposed to act when the battery lifespan and ROI are closer in line with each other. In the meantime, we will continue to invest in Solar PV.

**Time horizon**

Long-term

**Likelihood**

About as likely as not

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

100000

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

During 2019/20 Big Yellow's 22 Solar PV stores delivered ca £52,000 of displaced grid energy costs and £100'000 FITs. This does not include the saved CCL charges and the positive, environmental benefit of avoided carbon. That means we have achieved a current benefit of ca £152'000 with current Solar PV investment. If we wanted to achieve an additional potential financial impact figure of £130'000 we would have to double our current Solar PV installed capacity (from 635 in May 2019).

**Cost to realize opportunity**

300000

**Strategy to realize opportunity and explanation of cost calculation**

Big Yellow strategy is 2-fold: 1. which technologies can we explore now at planning and construction point to take full advantage of opportunities and 2. looking at our existing estate, what technologies could we use to potentially retrofit or upgrade current equipment to when the return on investment becomes attractive enough to do so. The financial impact figures have been provided specifically for Solar PV, as that is current mainstream technology that works for us and can be costed. We have set a policy for Solar PV on any new build (see Sustainable Construction Policy). That means the next 5 stores due to open over the next five years will add a further 250KWh installed capacity, leaving us to retrofit 8x 50KWhs installations - 3 stores have been identified for retrofitting during August 2020. We are actively engaging with our energy partners to investigate opportunities in new technologies, specifically battery storage and electric vehicle charging points. Our latest store in Manchester now has an EV charging pod and the next 4 new stores are planned to have pods. It is the role of the Quarterly CSR Forum to evaluate and propose either retrofit activities or new technologies. During 2019/20 our new store in Manchester opened - it comes equipped with a 50kWh installation solar capacity.

**Comment**

Cost is based on retro-fitting a further 8 stores with 50kWhs Solar PV installations, at between £50'000 and £70'000 each.

**Identifier**

Opp2

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Markets

**Primary climate-related opportunity driver**

Other, please specify (Maintaining a favourable market valuation)

**Primary potential financial impact**

Reduced direct costs

**Company-specific description**

Making Big Yellow operations as efficient as possible in order to deliver long-term, sustainable shareholder value is a key aspect of Big Yellow's strategy. Our Strategic Report ('maintaining a focus on cost control, so revenue growth is transmitted through to earnings growth'). Our year on year carbon intensity reduction is a key feature in our Annual Report & Accounts and noted by our shareholders. Big Yellow own the freehold of most of our real estate property, which is where a large part of our market valuation comes from - maintaining and increasing this favourable market valuation is an important opportunity for Big Yellow. Participating in renewable energy programmes, such as our ongoing commitment to on-site renewables (solar at present) and adopting energy-efficiency measures, such as our LED lighting programmes and motion sensor installation programmes are recognised, by the Big Yellow Board and Big Yellow shareholders and investors, as key strategic-elements to maintain and/or increase market valuation.

**Time horizon**

Long-term

**Likelihood**

Very likely

**Magnitude of impact**

High

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

377575000

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

The 2013 report by the World Green Building Council making the 'Business case for green building', suggests that certified green buildings have sale prices increased by up to approximately 30% compared to conventional code-compliant buildings. At 31 March 2020 the Group's gross property assets were valued at 1,258,586 (in millions). With 100% of our CLA certified, that 30% increase represents a substantial potential gain. There is some evidence that our investors are increasingly willing to financially encourage us in increasing our investment in renewable energy: 1st April 2020: 'We are therefore pleased to announce that we have completed a 7 year debt facility with Aviva of £35 million at an all-in cost of 1.96%, secured over the existing Aviva security pool of 15 stores. The all-in cost reduces to 1.91% following the installation of 50 kWh

capacity solar panels at three of the stores. '

**Cost to realize opportunity**

500000

**Strategy to realize opportunity and explanation of cost calculation**

Big Yellow have identified key aspects that signal our commitment and allow us to report on our estate-wide performance. Big Yellow have identified several indicators that would evidence the status of 'green building' with respect to the uniqueness of our industry. We have selected ' % of Current Lettable Area ('CLA') covered by 'green aspects' - as set out in our Full CSR Report page 37 onwards as one indicator. Our aim was to achieve 100 % CLA covered by Green aspects (%), which we have done in 2019/20. Big Yellow furthermore have committed to '90% of our certified stores achieve an EPC performance of C or above' , which again, we have achieved during 2019/20. As most of our stores are purpose built and therefore contain a number of 'green building' aspects, our main strategy has been to make these features visible by : a) obtaining EPCs for each store and b) communicating our store performance at investor events and on social media.

**Comment**

Cost consists of external, independent assessor costs for EPCs - which is relatively low at less than £1,000 per assessment. At present, no major work to bring any of our Big Yellow stores to a higher level has been required. This is a testimony to the high specifications Big Yellow issue when building our stores.

**Identifier**

Opp3

**Where in the value chain does the opportunity occur?**

Downstream

**Opportunity type**

Products and services

**Primary climate-related opportunity driver**

Shift in consumer preferences

**Primary potential financial impact**

Other, please specify (customers preference shifted away from plastic, our change over meant our products remain relevant and acceptable)

**Company-specific description**

The recent, global concern on single-use plastic meant some of our products were no longer desirable as they were packaged in single-use plastic. Big Yellow wanted to ensure our customers could continue to purchase Big Yellow products with confidence that their purchase did not contribute to the issue.

**Time horizon**

Long-term

**Likelihood**

Virtually certain

**Magnitude of impact**

Medium-low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

270000

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

Financial impact figure in this instance is a 'loss avoidance' figure, rather than extra sales. Packaging materials income for the FY 2018/19 was £2'707'000, - assuming 10% of our customers wish to make sustainable purchasing decisions, if these customers were to meet their packaging material needs from a different supplier, who provided more sustainable products, this would result in a loss of £270'000 in sales. With the focus on material use, recycling and product composition high and likely to increase in importance further, offering good-quality, sustainable products may in future drive customers to Big Yellow away from competitors.

**Cost to realize opportunity**

10000

**Strategy to realize opportunity and explanation of cost calculation**

The issue was brought to attention of the Big Yellow senior management team via customer & store staff feedback and through personal awareness from high-profile media coverage, such as 'The Blue Planet'. The Management team recognised the opportunity to take clear and concise action on a topic of high interest and to show leadership on this topic. The decision was made easier due to the low cost to switch products; the Head of Administration worked with our suppliers to come up with suitable alternatives. The alternatives chosen made it easier and cheaper to send the products in the post without the need for further packaging, therefore making the switch a cost neutral activity. We also switched to unbranded tape, saving costs. Where we had low sales and no option to find a more sustainable alternative, such as our twine product, we decided to discontinue the product altogether.

**Comment**

As we also discontinued one of the current products there was overall a small cost to the business.

**Identifier**

Opp4

**Where in the value chain does the opportunity occur?**

Direct operations

**Opportunity type**

Resilience

**Primary climate-related opportunity driver**

Other, please specify (improvement of cost of debt facilities thanks to energy efficient operations)

**Primary potential financial impact**

Returns on investment in low-emission technology

**Company-specific description**

As part of Big Yellow's ongoing management of our capital structure, Big Yellow decided in January to increase its borrowing with its long-standing lender Aviva. We are therefore pleased to announce that we have completed a 7 year debt facility with Aviva of £35 million at an all-in cost of 1.96%, secured over the existing Aviva security pool of 15 stores. The all-in cost reduces to 1.91% following the installation of 50 kWh capacity solar panels at three of the stores. The total debt facilities from Aviva are now £117.5 million of which £82.5 million will continue to amortise down to £60 million over the remaining seven years of the loan. This new facility provides the Group with headroom of cash and undrawn bank facilities of £73 million. The average cost of debt on drawn facilities is now 2.6% and the marginal cost of RCF bank debt remains at 1.35%. The Board has over the last few years worked to ensure a spread of debt maturity dates and to procure debt from a range of providers. The Group's earliest maturity is on its £70 million M&G loan in June 2023 and the Group's debt has an average maturity of 4.9 years.

**Time horizon**

Long-term

**Likelihood**

Very likely

**Magnitude of impact**

Low

**Are you able to provide a potential financial impact figure?**

Yes, a single figure estimate

**Potential financial impact figure (currency)**

17500

**Potential financial impact figure – minimum (currency)**

<Not Applicable>

**Potential financial impact figure – maximum (currency)**

<Not Applicable>

**Explanation of financial impact figure**

The debt facility from Aviva for £35m was at 1.96%; (686k) this was reduced to 1.91% as 3 out of the stores included will be retrofitted with Solar PV, saving just under £18,000.

**Cost to realize opportunity**

150000

**Strategy to realize opportunity and explanation of cost calculation**

Retrofitting 50kWh of solar capacity onto existing stores costs approximately £50,000 each. Please note, even though we have provided a cost for this opportunity, the budget for the retrofit has been in place before the review of the Aviva debt facility and so has been mentioned in other parts of this submission. Therefore, we selected the 'returns on investment' option.

**Comment**

---

**C3. Business Strategy**

---

**C3.1**

---

**(C3.1) Have climate-related risks and opportunities influenced your organization's strategy and/or financial planning?**

Yes, and we have developed a low-carbon transition plan

**C3.1a**

---

**(C3.1a) Does your organization use climate-related scenario analysis to inform its strategy?**

Yes, qualitative

**C3.1b**

---

**(C3.1b) Provide details of your organization’s use of climate-related scenario analysis.**

Climate-related scenarios and models applied	Details
Other, please specify (Qualitative assessment only)	<p>Big Yellow have conducted a qualitative assessment, whereby we looked at information, such as: - temperature and climate predictions (Met Office UKCP18), - thought-pieces by companies offering to support climate-related scenario analysis (i.e. consultancies), - work done by businesses in our industry sector, and - government publications. As the TCFD does not prescribe a methodology to use for the scenario planning we have assessed the suitability of a number of publicly available scenarios. Scenarios and models used: Given our Company’s heavy reliance on the physical availability of the stores, the Met Office Climate Projections 2018 (UKCP18), Derived Projections were used. We recognise that other climate change projection scenarios may be more useful in projecting legislative and market changes. The workshop therefore considered further projections such as the IPCC Special Report on keeping Global Warming to 1.5°C. Particular attention is paid to: Energy Pathways, Technology Pathways and Decarbonisation Pathways. Specifically, our scenarios looked at a) longer, hotter summers with an increase in temperature on current, average summer temperatures of 14 degrees, b) longer, colder winters, with the assumption that we will experience more instances like the Beast from the East in 2018 and c) more severe weather events that bring flooding. We do not have a supply chain that is particularly susceptible to climate change. (Upstream) We expect our customers to be subject to significant societal shifts to enable the transition to a low carbon economy and we see this as an opportunity to engage with our customers (downstream). Given that we are already at 1 degree warming, we have chosen a 2 degree and a 4-degree scenario to provide ‘bookends’ to our internal discussions. Our baseline assumption is that local and national Government will take action to address climate-related change. As details in the C2 answers, the climate-related scenario analysis was conducted by the Quarterly CSR Forum in connection with meeting the recommendations of the TCFD. What the scenario analysis showed was: 1. we have some gaps in our knowledge, which we have committed to address as a direct result of conducting the analysis. For example, the impact of rising temperatures / warmer climate on our existing store portfolio: It seems that currently the projected average temperature changes in both two- and four-degree warming scenarios. In the four-degree warming scenario, average temperature rises over 14 degrees. This will mean warmer winters but very hot summers. Although an increase in average temperature is likely to affect our operational costs of cooling and heating, we do not expect this to be in a financially material way. We will want to understand the impact an increase in ambient temperature has on goods stored and frequent storage users (such as business customers who use their storage to conduct aspects of work). Our store area ventilation kicks in at 23 degrees centigrade; but we’re uncertain what impact extended periods of extreme heat will have on our ability to keep temperatures pleasant. We plan to monitor ambient temperature changes over the next few years (to 2025) in our stores and engage with external experts to understand our options for mitigation, should that be necessary. 2. With our store portfolio concentrated geographically in London and the South, we will want to be very clear on the impact on our portfolio due to wetter weather. We have published a high-level process document here <a href="https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing_Climate_Related_Risks_and_Opportunities_2020.pdf">https://corporate.bigyellow.co.uk/application/files/6015/8929/8046/Managing_Climate_Related_Risks_and_Opportunities_2020.pdf</a> In summary: We have focused on our Operations, but have included our Up and Down stream value chains Our assessments indicate that the timeframe of predictable impact is between 2025 to 2030.</p>

**C3.1d**

(C3.1d) Describe where and how climate-related risks and opportunities have influenced your strategy.

	Have climate-related risks and opportunities influenced your strategy in this area?	Description of influence
Products and services	Yes	<p>Big Yellow's main product is the self storage space we provide to customers; our customers access their units mainly via private transport such as cars and vans. Our stores therefore provide parking spaces where possible and we are based in easily accessible locations. We set out our business strategy here (<a href="https://corporate.bigyellow.co.uk/about-us/strategy">https://corporate.bigyellow.co.uk/about-us/strategy</a>), the two particularly relevant points are: •focusing on training, selling skills, and customer satisfaction to maximise prospect conversion and referrals; •growing occupancy and net rent to drive revenue optimally at each store; Our assessment of the UK's current plans to decarbonise the UK will include a significant shift to electric vehicles. The investment taking place by local councils are for 'Green' cars and the measures local councils are taking to limit emissions, such as the London congestion zone, all favour electric vehicles. Big Yellow expect that electric vehicles will become a common feature by 2025 – this is a useful timeframe for our company as it allows us to look at projects currently undergoing planning approval. This could directly affect the ease with which our customers are able to access our stores – electric vehicles need regular topping up and we expect an onsite electric vehicle charging pod to enhance the customer experience. In this instance, the strategy that was influenced concerned specifically the standard specifications of a new built Big Yellow Store. The current business strategy for Big Yellow store specification consists of a mix of environmental, legal/ regulatory, brand and financial drivers and is managed by the Construction Director; the strategy already commits to on site renewable energy generation for example. (see our Sustainable Construction pages). As part of the Big Yellow planning process, the question of EV charging pods at Big Yellow stores was first brought to the Quarterly CSR Forum where the business case was reviewed ( type of pod, investment required, cost impact etc). In this instance, as the financial impact was low and the support from a CSR point of view was strongly in favour, the business strategy for standards in Big Yellow store construction was amended at that point. Had the proposed inclusion of EV charging pods represented a material financial impact, the decision would have gone to the Big Yellow Board.</p>
Supply chain and/or value chain	Yes	<p>Big Yellow has a relatively limited supply chain - please see Big Yellow's UK Modern Slavery Statement 2020 for an overview - and so has fewer opportunities for climate related aspects to influence this part of our company's strategy. (<a href="https://corporate.bigyellow.co.uk/about-us/strategy">https://corporate.bigyellow.co.uk/about-us/strategy</a>, in particular : •leveraging our market-leading brand position to generate new prospects, principally from our digital, mobile and desktop platforms; •focusing on training, selling skills, and customer satisfaction to maximise prospect conversion and referrals;) What it has done however, is raised the importance of some aspects that were to date not part of a strategic approach. For example, the outer packaging of some of the packaging products Big Yellow sell were single-use plastic. When Big Yellow looked at transition risks, especially at Reputation / Brand risks and emerging regulations, Big Yellow identified the opportunity to remove single use plastic packaging where possible. We have also had direct feedback from our customers, so were happy to take that into consideration too. Our Office Manager worked with our suppliers and identified a light, unbleached cardboard material, made from part recycled materials and that could be recycled again. There was a small (negative) impact in cost in moving away from plastic and as we have a strategy on cost efficiency, this needed to be changed. A proposal was made to the Big Yellow Executive Directors, to accept this cost increase; it was unanimously approved . Since then we removed 1,600kg of single use plastic from Big Yellow products. This review of Big Yellow's strategy around single-use plastic has encouraged us to evaluate other alternative materials. In terms of Big Yellow business strategy, we have modified the approach to a previously non-strategic aspect into a strategic aspect. This changed approach is visible in how we amended our external communications about these products: our Big Yellow Marketing teams have amended descriptions to include environmental aspects and are regularly messaging our customers as part of our wider climate-related and CSR communication strategy.</p>
Investment in R&D	Yes	<p>Big Yellow do not have a standalone R&amp;D function, but research (mainly customer research) and development (mainly the improvement of the physical infrastructure of our stores and the technologic solutions we use (both customer journey management as well as store features such as security)) are embedded within different functions within Big Yellow. We have looked at transition risks, especially at Reputation / Brand risks. The customer research strategy is managed by the Big Yellow Head of Marketing and e-Commerce. The strategy is based on research into customer behaviour and interests and has indicated a strong preference for companies with a strong Sustainability agenda. Together with the Head of CSR, the Head of Marketing and eCommerce identified those aspects of the Big Yellow customer journey that could be modified to enhance the customer's awareness of Big Yellow's broader CSR credentials and generate greater customer satisfaction. We anticipate that customers are becoming even more discerning , so the Head of Marketing and eCommerce examined his current business strategy to assess how that needed to evolve to ensure Big Yellow brand reputation was not negatively affected as the country transitions into a low-carbon / net zero carbon era. As the proposed changes in Big Yellow strategy had the potential to negatively impact the customer experience and therefore the business as a whole, it was presented to the CEO for sign off, which he did. The Strategy now includes broader CSR topics, including climate-related aspects (our investment in on site Solar energy is a key feature) and the Head of Marketing and eCommerce commissioned our brand agencies to review how we communicate with our existing and potential customers around climate related topics. He, together with his suppliers and partners have built a programme of engagement using social media platforms. The Head of CSR is part of the customer communication approval process to ensure climate related and broader CSR messaging are aligned to Big Yellow's overall climate related strategy. Climate change related opportunities have already influenced the Marketing Strategy and we have made changes during 2019/20 - it is expected that this is an integral part for the foreseeable future and will evolve as the Company's plans on climate-change as well as the reality of climate-change develop.</p>
Operations	Yes	<p>In terms of Big Yellow's operational strategy, it has been significantly influenced not only by climate-related risks, but equally importantly opportunities. The key aspects of our business strategy with regards to our operations are (<a href="https://corporate.bigyellow.co.uk/about-us/strategy">https://corporate.bigyellow.co.uk/about-us/strategy</a>): • maintaining a focus on cost control, so revenue growth is transmitted through to earnings growth. With our operational material impacts consisting of the energy our stores consume for lighting and lifts for example, Big Yellow saw an opportunity to invest in its operations both in terms of our resource efficiency and renewable energy sources. In 2010 with the introduction of the Carbon Reduction Commitment, Big Yellow examined how climate-related aspects, such as a changing policy framework, would impact on the company's cost structure. Besides looking at opportunities to increase energy efficiency, which was implemented between 2012 and 2017 through a whole sale upgrade to LED and motion sensors, Big Yellow wanted to include a forward looking strategy, that would allow it to mitigate aspects such as a carbon price and potentially additional carbon taxes. As part of local planning regulations, Big Yellow had been installing Solar PV of varying sizes where required. The planning regulations only stipulate the % of renewable energy that needs to be generated per store – Big Yellow has decided to set 50kWh (above what is required in most instances) as a business strategy and has communicated that as part of Big Yellow Sustainable Construction standards <a href="https://corporate.bigyellow.co.uk/sustainability/sustainable-construction">https://corporate.bigyellow.co.uk/sustainability/sustainable-construction</a>. This strategy has remained in place despite the closure of the FIT scheme to new entrants. It is subject to ongoing debate and review at the Quarterly CSR Forum; as Big Yellow now have export meters and are able to ascertain with greater certainty how much energy is actually used, this may influence other operational strategy decisions, specially around energy resilience and battery investment. We expect climate change related risks to materialise as a material impact from 2025 onwards. Our operational strategy has already been influenced / changed to take aspects of climate change risks - especially transition risks - into account with the retrofitting of solar panels for example.</p>

C3.1e

**(C3.1e) Describe where and how climate-related risks and opportunities have influenced your financial planning.**

	Financial planning elements that have been influenced	Description of influence
Row 1	Capital expenditures Access to capital Assets	<p>Big Yellow has a yearly budget process, guided by the CFO and the Financial Controller who work with each department to plan the specific budget requirements for the year ahead. Budget proposals are submitted in December / January with discussions taking place during February. They are signed off by the Board of Directors by May. The proposals are prepared by each budget holder who present their proposal to their line managers and the CFO/ Financial Controller. Proactive / planned elements to the budgeting process: The proposals include specific aspects to either mitigate risks or take advantage of opportunities, including climate-change related risks and opportunities. These specific asks are identified as part of the work the Quarterly CSR Forum conducts – for example retrofitting of solar PV – and then included in the relevant department’s budget – in the instance of solar panel retrofits, that is the Facilities budget. The advantage of having the most relevant Department Heads included in the Forum means any issues are often solved before the proposals and specific asks hit the formal budgeting and financial planning process. We find this is very efficient and has allowed us to deliver significant programmes. Where identified risks or opportunities have a clear financial cost-neutral or positive outcome, the relevant Head of Department, with guidance from the Head of CSR, have integrated these within their own financial planning process. This includes the yearly budgeting process; in the case of LED lighting replacement this meant a 5 year programme. Where identified risks or opportunities do not have a clear financial cost-neutral or positive outcome, the Quarterly CSR Forum discuss priorities and support the relevant Head of Department through the financial planning process. Electric Vehicle charging pods are a good example: they come at a small extra cost to the business, however the CSR Forum assess these necessary as part of managing Big Yellow’s transition risks and opportunities and so the Construction financial planning process now incorporates these (where space allows) for all newly built Big Yellow stores. Reactive/ unplanned work (for example clearing of drains after local flooding): For physical risks, the Head of Facilities and Estates does have an emergency budget where smaller jobs are dealt with. For significant damage, the Operations Director and the CFO will discuss and make available the necessary funds. The work done by the CSR Forum as part of the TCFD recommendations has set a 10% tolerance limit to specific elements of the Facilities Maintenance budget. Should the spend exceed 10% this triggers a broader assessment to see if any of the reactive work could be avoided by pro-actively making changes to our infrastructure. Although both, planned and unplanned spend is set on a yearly basis, the planned elements plan for up to the next 3 years. Some examples: Companywide LED replacement programme- managing the risk of transition to a low carbon economy: In the past (2012 – 2017) for example, this resulted in a 5-year programme of LED replacement, which was budgeted on a yearly basis. Big Yellow makes available up to £350k per financial year for environmental projects, mainly to support the increase in on-site renewable energy as part of our low-carbon transition plan. Instead of using a price of carbon, Big Yellow opts for a generous approach to ROI instead, which allows initiatives to exceed most companies’ comfort level of ROI of maximum 1 to 2 years. With the closure of the Feed in Tariff, payback on Solar installations has deteriorated, however, that has not negatively affected our financial planning and we will be retrofitting three stores with 50kWhs each during 2020. Where identified risks or opportunities have a clear financial cost-neutral or positive outcome, the relevant Head of Department, with guidance from the Head of CSR, have integrated these within their own financial planning process. This includes yearly budgeting process; in the case of LED lighting replacement this meant a 5 year programme. Aviva Debt facility Please see our Regulatory News: RNS Number : 32071 Big Yellow Group PLC 01 April 2020 Big Yellow Group PLC (“Big Yellow”, “the Group” or “the Company”) New Aviva debt facility As part of our ongoing management of our capital structure, Big Yellow decided in January to increase its borrowing with its long-standing lender Aviva. We are therefore pleased to announce that we have completed a 7 year debt facility with Aviva of £35 million at an all-in cost of 1.96%, secured over the existing Aviva security pool of 15 stores. The all-in cost reduces to 1.91% following the installation of 50 kWh capacity solar panels at three of the stores. The total debt facilities from Aviva are now £117.5 million of which £82.5 million will continue to amortise down to £60 million over the remaining seven years of the loan. This new facility provides the Group with headroom of cash and undrawn bank facilities of £73 million. The average cost of debt on drawn facilities is now 2.6% and the marginal cost of RCF bank debt remains at 1.35% The Board has over the last few years worked to ensure a spread of debt maturity dates and to procure debt from a range of providers. The Group’s earliest maturity is on its £70 million M&amp;G loan in June 2023 and the Group’s debt has an average maturity of 4.9 years. ***** In addition the investor required the company to evidence the energy efficiency of the 15 assets in question by obtaining copies of our EPC certificates, which were promptly provided.</p>

**C3.1f**

**(C3.1f) Provide any additional information on how climate-related risks and opportunities have influenced your strategy and financial planning (optional).**

no additional information provided

**C4. Targets and performance**

**C4.1**

**(C4.1) Did you have an emissions target that was active in the reporting year?**

Both absolute and intensity targets

**C4.1a**

**(C4.1a) Provide details of your absolute emissions target(s) and progress made against those targets.**

**Target reference number**

Abs 1

**Year target was set**

2011

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Base year**

2011

**Covered emissions in base year (metric tons CO2e)**

6879

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2050

**Targeted reduction from base year (%)**

80

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

1375.8

**Covered emissions in reporting year (metric tons CO2e)**

2571

**% of target achieved [auto-calculated]**

78.2817269952028

**Target status in reporting year**

Underway

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

% of target achieved has been calculated as follows: (100% target of 80%)\* current reduction achieved Big Yellow's main strategic objectives when setting targets are to: - deliver carbon emission reduction in line with Paris Agreement and UK Decarbonisation goals - reduce the risk of cost to business through carbon taxation - enhance our employer and customer brand by providing goods and services that are desirable, efficient and sustainable. Big Yellow's two main approaches to reducing our carbon emissions are: 1. reduce energy consumption where possible: since 2012 we have invested £100'000s in LED upgrade and installing motion sensors - although our estate is now ca 85% converted, we have some remaining opportunities, which are ongoing as part of our Facilities & Maintenance programme 2. Invest in onsite renewable energy - in our case that means Solar PV. We currently have installed capacity across 22 stores. All new built stores will have Solar PV installations of ca 50kWh and potentially other technologies, such as ground/ air source heat pumps to further reduce our carbon footprint. We have also started to explore options on how to support our employees and customers to reduce their footprint: 1 store (Oxford ) offers an EV Charging pod; Manchester had a pod fitted in May 2019 and the next 4 store developments all include EV charging pods by design. Please refer to our Basis of Reporting document for full description of scope, boundaries etc. In June 2019, the UK Government has committed to setting a new target which will require the UK to bring all greenhouse gas emissions to net zero by 2050. Big Yellow have committed to aligning our targets to a net zero target during 2020/21 to ensure we are aligned and supportive of the Government's commitment. Until recently, the setting of a science-based target has been out of Big Yellow's reach, both in terms of people and financial resources. With fewer than 500 employees and one full time employee managing Sustainability and CSR, signing up to the SBTi has not been a realistically achievable commitment. With the creation of a SBTi process for SMEs, Big Yellow is able to commit to setting a target in the next 2 years. This initiative, targeted at smaller organisations, is very welcome. Big Yellow has started an in-depth assessment of its Scope 3 impacts, which it hopes to complete during 2020.

---

**Target reference number**

Abs 2

**Year target was set**

2011

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Base year**

2011

**Covered emissions in base year (metric tons CO2e)**

6487

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2020

**Targeted reduction from base year (%)**

34

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

4281.42

**Covered emissions in reporting year (metric tons CO2e)**

2571

**% of target achieved [auto-calculated]**

177.549669474696

**Target status in reporting year**

Achieved

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

With Big Yellow's current emissions reduction at 58.5%, we have over-achieved our initial target. In June 2019, the UK Government has committed to setting a new target which will require the UK to bring all greenhouse gas emissions to net zero by 2050. We have committed to aligning our targets to a net zero target during 2020/21 to ensure we are aligned and supportive of the Governments commitment. The timeframe aligns neatly to our TCFD work and we plan to undertake this review 2019/20 - 2020/21. In the meantime, we will continue to look for energy reduction by interrogating sub metered data. This interrogation will take place as part of the standing agenda of the Quarterly CSR Forum. We set out scope on all of our metrics and targets in our yearly refreshed and externally published 'Basis of Reporting' document. Until recently, the setting of a science-based target has been out of Big Yellow's reach, both in terms of people and financial resources. With fewer than 500 employees and one full time employee managing Sustainability and CSR, signing up to the SBTi has not been a realistically achievable commitment. With the creation of a SBTi process for SMEs, Big Yellow is able to commit to setting a target in the next 2 years. This initiative, targeted at smaller organisations, is very welcome. Big Yellow has started an in-depth

assessment of its Scope 3 impacts, which it hopes to complete during 2020.

---

**Target reference number**

Abs 3

**Year target was set**

2020

**Target coverage**

Other, please specify (We are currently assessing if we can include up and/ or downstream emissions into a net zero carbon target and if yes, what timeframes we can commit to. We are evaluating b)

**Scope(s) (or Scope 3 category)**

Please select

**Base year**

2011

**Covered emissions in base year (metric tons CO2e)**

6487

**Covered emissions in base year as % of total base year emissions in selected Scope(s) (or Scope 3 category)**

100

**Target year**

2025

**Targeted reduction from base year (%)**

100

**Covered emissions in target year (metric tons CO2e) [auto-calculated]**

0

**Covered emissions in reporting year (metric tons CO2e)**

2571

**% of target achieved [auto-calculated]**

60.3668876213966

**Target status in reporting year**

New

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

Until recently, the setting of a science-based target has been out of Big Yellow's reach, both in terms of people and financial resources. Big Yellow has fewer than 500 employees with one full time employee dedicated to all aspects of Sustainability and CSR. To date, this has not been a realistically achievable commitment. However, with the creation of a science-based target process for companies such as ours with fewer than 500 employees (SMEs), Big Yellow is able to commit to setting a target in the next 2 years. The creation of a slim-line version especially targeted at smaller organisations is very welcome, especially with the UK Government's commitment to a net zero target by 2050. Big Yellow has started an in-depth assessment of its Scope 3 impacts , which it hopes to complete during 2020.

---

C4.1b

---

**(C4.1b) Provide details of your emissions intensity target(s) and progress made against those target(s).**

**Target reference number**

Int 1

**Year target was set**

2011

**Target coverage**

Company-wide

**Scope(s) (or Scope 3 category)**

Scope 1+2 (location-based)

**Intensity metric**

Metric tons CO2e per square meter

**Base year**

2011

**Intensity figure in base year (metric tons CO2e per unit of activity)**

6879

**% of total base year emissions in selected Scope(s) (or Scope 3 category) covered by this intensity figure**

100

**Target year**

2020

**Targeted reduction from base year (%)**

69

**Intensity figure in target year (metric tons CO2e per unit of activity) [auto-calculated]**

2132.49

**% change anticipated in absolute Scope 1+2 emissions**

15

**% change anticipated in absolute Scope 3 emissions**

0

**Intensity figure in reporting year (metric tons CO2e per unit of activity)**

7.2

**% of target achieved [auto-calculated]**

144.77584583199

**Target status in reporting year**

Achieved

**Is this a science-based target?**

No, but we anticipate setting one in the next 2 years

**Please explain (including target coverage)**

Big Yellow had mirrored its intensity target to the Scope 1 & 2 Absolute Emissions target. Until 2018/19 this was an internal target only, as there are two key drivers affecting the performance: one, the absolute emissions we caused and two the occupancy of our stores. Rather than setting an efficiency improvement target, we framed our target around an absolute number and aimed for 10 tCO2e/ GIAM2 (or GIFA m2). We conducted a full assessment of intensity metrics during 2018/19 (to bring ourselves fully inline with EPRA indicators, the most relevant indicators for our industry) and, together with the changes we made to align ourselves to best practice application of DEFRA conversion factor, this target now seems ready for a review. The target was 10tCO2e/GIFAM2 - in 2019/20 7.2. These changes have given us a solid base to review and refresh our targets, which we are planning to do during 2020/21. In summary, we have overachieve our target, however, due to the range of changes we made during 2018/19 we are committed to consider setting a new target for the coming years. Until recently, the setting of a science-based target has been out of Big Yellow's reach, both in terms of people and financial resources. With fewer than 500 employees and one full time employee managing Sustainability and CSR, signing up to the SBTi has not been a realistically achievable commitment. With the creation of a SBTi process for SMEs, Big Yellow is able to commit to setting a target in the next 2 years. This initiative, targeted at smaller organisations, is very welcome. Big Yellow has started an in-depth assessment of its Scope 3 impacts, which it hopes to complete during 2020.

---

**C4.2**

**(C4.2) Did you have any other climate-related targets that were active in the reporting year?**

Target(s) to increase low-carbon energy consumption or production

---

**C4.2a**

**(C4.2a) Provide details of your target(s) to increase low-carbon energy consumption or production.**

**Target reference number**

Low 1

**Year target was set**

2019

**Target coverage**

Business division

**Target type: absolute or intensity**

Absolute

**Target type: energy carrier**

Electricity

**Target type: activity**

Production

**Target type: energy source**

Low-carbon energy source(s)

**Metric (target numerator if reporting an intensity target)**

Percentage

**Target denominator (intensity targets only)**

<Not Applicable>

**Base year**

2019

**Figure or percentage in base year**

450

**Target year**

2020

**Figure or percentage in target year**

495

**Figure or percentage in reporting year**

578

**% of target achieved [auto-calculated]**

284.444444444444

**Target status in reporting year**

Achieved

**Is this target part of an emissions target?**

This target does contribute to Big Yellow's overall emissions reduction targets as the year on year increase contributes to the reduction in grid bought electricity and therefore ensures we maximise the contribution of on-site zero emission energy use. Please note that we are committing to a year on year increase of at least 10% of on-site generated energy.

**Is this target part of an overarching initiative?**

No, it's not part of an overarching initiative

**Please explain (including target coverage)**

The target covers the total amount of energy we generate through our on-site Solar PV installations. Through a strategy of both installing Solar PV on all newly built stores and retrofitting existing stores with Solar PV we have set a target of increasing our solar generated energy by 10% year on year. The previous year to the current reporting year will act as the baseline year and so the target will increase year on year. This is aligned to our strategy to 2022, at which point we expect our net zero strategy to be well underway and new targets set and communicated.

**C4.3**

**(C4.3) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.**

Yes

**C4.3a**

**(C4.3a) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.**

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e (only for rows marked *)
Under investigation	1	0
To be implemented*	3	59
Implementation commenced*	3	59
Implemented*	3	20
Not to be implemented	3	0.3

C4.3b

(C4.3b) Provide details on the initiatives implemented in the reporting year in the table below.

**Initiative category & Initiative type**

Low-carbon energy generation	Solar PV
------------------------------	----------

**Estimated annual CO2e savings (metric tonnes CO2e)**

20

**Scope(s)**

Scope 2 (location-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

6000

**Investment required (unit currency – as specified in C0.4)**

55000

**Payback period**

11-15 years

**Estimated lifetime of the initiative**

21-30 years

**Comment**

Big Yellow continue to invest in on-site solar generation, despite the closure of the FIT scheme as we are committed to achieving a low carbon business. During, the year, our new store in Manchester (opened in May 2019), was equipped with 50kWh of Solar PV capacity.

**Initiative category & Initiative type**

Low-carbon energy consumption	Other, please specify (Purchasing of zero carbon, Rego-backed electricity as of October 2019)
-------------------------------	---

**Estimated annual CO2e savings (metric tonnes CO2e)**

1297

**Scope(s)**

Scope 2 (market-based)

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

0

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

No payback

**Estimated lifetime of the initiative**

3-5 years

**Comment**

When Big Yellow's existing electricity contract came up for renewal, the company made the decision to purchase 100% renewable electricity from Opus Energy. This is a Rego-backed tariff. When selecting this suppliers, the company looked for lower carbon options and security of supply. There is no payback involved with energy tariffs.

**Initiative category & Initiative type**

Energy efficiency in buildings	Maintenance program
--------------------------------	---------------------

**Estimated annual CO2e savings (metric tonnes CO2e)**

1

**Scope(s)**

Scope 1

**Voluntary/Mandatory**

Voluntary

**Annual monetary savings (unit currency – as specified in C0.4)**

4700

**Investment required (unit currency – as specified in C0.4)**

0

**Payback period**

<1 year

**Estimated lifetime of the initiative**

1-2 years

**Comment**

During 2018/2019 Big Yellow installed gas loggers on all our sites where we heat space (mainly offices) with gas. This has allowed us much closer monitoring of gas use and allowed us to identify a store where gas use patterns were significantly different to the prior year. We adjusted our maintenance programme accordingly and an engineer was sent on site to examine the boiler. At one of our sites, the timer was manually overridden and the boiler itself needed repairs.

C4.3c

**(C4.3c) What methods do you use to drive investment in emissions reduction activities?**

Method	Comment
Compliance with regulatory requirements/standards	We report energy use and carbon emissions in compliance with the Companies (Director's Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ('SECR'). This has resulted in increased awareness and understanding of our emissions - and as of this year, underlying energy consumption - and in turn driven investment in emissions reduction activities. Increasing costs of electricity through the CCL has put a price on carbon that has formed a part of the investment decision process. Particularly for investment in Solar PV, we have included the CCL as an additional cost item that can be avoided when implementing energy efficiency and renewables generation programmes.
Dedicated budget for energy efficiency	Budgets are available for LED re-lamping and 50 kWh Solar PV on new and stores.
Lower return on investment (ROI) specification	We have generous ROI specification and a keen interest in and commitment to keeping our operating expenses low. Rather than set a tight ROI timeframe of 1 or 2 years, we tend to look at comparable income we could achieve if the money was left in the bank. That tends to provide a very favourable business case especially for renewable energy generation (approx. 8 years).
Other (Sustainable Construction Policy and planning commitments)	We set out our standards within our Sustainable Construction Policy, which we make available to local communities and planning departments. These standards have been agreed in principle by the Board and are therefore applied when we specify and commission new builds.

C4.5

**(C4.5) Do you classify any of your existing goods and/or services as low-carbon products or do they enable a third party to avoid GHG emissions?**

Yes

C4.5a

**(C4.5a) Provide details of your products and/or services that you classify as low-carbon products or that enable a third party to avoid GHG emissions.**

**Level of aggregation**

Group of products

**Description of product/Group of products**

Big Yellow sell packaging materials, such as cardboard boxes, and have carefully selected products that are made up from significant recycled content (between 70 and 100%) and are made in the UK, keeping their footprint to a minimum. In addition, Big Yellow have worked with our supplier to reduce the amount of ink used on our boxes: the print on the boxes have now had all colours removed except black. This should reduce the amount of chemicals on the box and therefore facilitating recycling. We advise our customers of the recycled material content on our customer site <https://www.bigyellow.co.uk/boxshop/product/name/large-box/>. We furthermore provide guidance to our customers on reuse and recyclability.

**Are these low-carbon product(s) or do they enable avoided emissions?**

Low-carbon product

**Taxonomy, project or methodology used to classify product(s) as low-carbon or to calculate avoided emissions**

Other, please specify (Our own and our supplier's definition)

**% revenue from low carbon product(s) in the reporting year**

2.2

**% of total portfolio value**

<Not Applicable>

**Asset classes/ product types**

<Not Applicable>

**Comment**

% revenue from low carbon products was calculated figures from Annual Report 2019 page 121 with Total Revenue (in 000s)= 125'414 and the Total Packaging Revenue (in 000s) = 2'707.

C5. Emissions methodology

C5.1

## **(C5.1) Provide your base year and base year emissions (Scopes 1 and 2).**

### **Scope 1**

#### **Base year start**

April 1 2010

#### **Base year end**

March 31 2011

#### **Base year emissions (metric tons CO<sub>2</sub>e)**

122

#### **Comment**

We set our methodology, scope etc in our Basis of reporting document, which we externally publish here [https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big\\_Yellow\\_CSR\\_Basis\\_of\\_Reporting\\_2019\\_20.pdf](https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big_Yellow_CSR_Basis_of_Reporting_2019_20.pdf), 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. Big Yellow is a FTSE 250 listed Real Estate Investment Trust (REIT) with the following store portfolio, operations and services as at 31st March 2020: • 75 wholly owned stores • 2 Central Administration Buildings: one Head Office (Bagshot, Surrey); and one Distribution Centre (Maidenhead, Berkshire); and • Managed Stores (on behalf of investors in Armadillo Self Storage). Big Yellow Group has a 20% investment in Armadillo Storage Holding Company Limited and a 20% investment in Armadillo Storage Holding Company 2 Limited. Our investments are treated as associates using the equity accounting method and are therefore out of scope for environmental CSR reporting purposes; we do include Armadillo employees when reporting H&S and 'People' data. We report on our wholly owned 'Big Yellow Self-Storage' portfolio for environmental data. We are also reporting on Social data as defined by EPRA. We focus our reporting on our Big Yellow store portfolio, which represented 99% of our Scope 1 & 2 emissions during 2019/20.

### **Scope 2 (location-based)**

#### **Base year start**

April 1 2010

#### **Base year end**

March 31 2011

#### **Base year emissions (metric tons CO<sub>2</sub>e)**

6758

#### **Comment**

We set our methodology, scope etc in our Basis of reporting document, which we externally publish here [https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big\\_Yellow\\_CSR\\_Basis\\_of\\_Reporting\\_2019\\_20.pdf](https://corporate.bigyellow.co.uk/application/files/5315/9159/2714/Big_Yellow_CSR_Basis_of_Reporting_2019_20.pdf), 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. Big Yellow is a FTSE 250 listed Real Estate Investment Trust (REIT) with the following store portfolio, operations and services as at 31st March 2020: • 75 wholly owned stores • 2 Central Administration Buildings: one Head Office (Bagshot, Surrey); and one Distribution Centre (Maidenhead, Berkshire); and • Managed Stores (on behalf of investors in Armadillo Self Storage). Big Yellow Group has a 20% investment in Armadillo Storage Holding Company Limited and a 20% investment in Armadillo Storage Holding Company 2 Limited. Our investments are treated as associates using the equity accounting method and are therefore out of scope for environmental CSR reporting purposes; we do include Armadillo employees when reporting H&S and 'People' data. We report on our wholly owned 'Big Yellow Self-Storage' portfolio for environmental data. We are also reporting on Social data as defined by EPRA. We focus our reporting on our Big Yellow store portfolio, which represented 99% of our Scope 1 & 2 emissions during 2019/20.

### **Scope 2 (market-based)**

#### **Base year start**

April 1 2019

#### **Base year end**

March 31 2020

#### **Base year emissions (metric tons CO<sub>2</sub>e)**

1142

#### **Comment**

As of 1 October 2019 we have purchased 100% Rego-backed renewable energy and will track our market based emissions from that year onwards. However, as we develop carbon strategies, we will investigate how we use market based and location based emissions to present our overall emissions data. 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. Big Yellow is a FTSE 250 listed Real Estate Investment Trust (REIT) with the following store portfolio, operations and services as at 31st March 2020: • 75 wholly owned stores • 2 Central Administration Buildings: one Head Office (Bagshot, Surrey); and one Distribution Centre (Maidenhead, Berkshire); and • Managed Stores (on behalf of investors in Armadillo Self Storage). Big Yellow Group has a 20% investment in Armadillo Storage Holding Company Limited and a 20% investment in Armadillo Storage Holding Company 2 Limited. Our investments are treated as associates using the equity accounting method and are therefore out of scope for environmental CSR reporting purposes; we do include Armadillo employees when reporting H&S and 'People' data. We report on our wholly owned 'Big Yellow Self-Storage' portfolio for environmental data. We are also reporting on Social data as defined by EPRA. We focus our reporting on our Big Yellow store portfolio, which represented 99% of our Scope 1 & 2 emissions during 2019/20.

## **C5.2**

### **(C5.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.**

Defra Voluntary 2017 Reporting Guidelines

EPRA (European Public Real Estate Association) guidelines, 2011

EPRA (European Public Real Estate Association) Sustainability Best Practice recommendations Guidelines, 2017

The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)

## C6. Emissions data

---

### C6.1

---

#### (C6.1) What were your organization's gross global Scope 1 emissions in metric tons CO2e?

##### Reporting year

##### Gross global Scope 1 emissions (metric tons CO2e)

131.7

##### Start date

April 1 2019

##### End date

March 31 2020

##### Comment

Direct or 'Scope 1' emissions for Big Yellow are due to gas heating for customers, refrigerant top-up of air-conditioning units in the reception areas of our stores (as and when needed) and the diesel used for the maintenance van we own. During the year there were no changes with respect to our store portfolio with gas and no change to our transport vehicles. Refrigerant top up varies from year to year depending on need.

##### Past year 1

##### Gross global Scope 1 emissions (metric tons CO2e)

132.4

##### Start date

April 1 2018

##### End date

March 31 2019

##### Comment

Scope 1 reporting scope has not changed since last year. We have opted to provide past year data to provide further insight where we have restated figures and if/ when our reporting scope has changed. Or to allow us to address any other material changed during the year.

### C6.2

---

#### (C6.2) Describe your organization's approach to reporting Scope 2 emissions.

##### Row 1

##### Scope 2, location-based

We are reporting a Scope 2, location-based figure

##### Scope 2, market-based

We are reporting a Scope 2, market-based figure

##### Comment

Details of how scope 2 is obtained and managed are set out in detail in our Basis of Reporting 2020 report. Market based emissions are new to 2019/20 – we now purchase Rego-backed 100% renewable electricity as of 1.10.2020. The number reported here are the electricity emissions we caused between 01.04.2019 and 30.09.2019 and setting the rest of the financial year to '0'.

### C6.3

---

**(C6.3) What were your organization's gross global Scope 2 emissions in metric tons CO2e?**

**Reporting year**

**Scope 2, location-based**

2439

**Scope 2, market-based (if applicable)**

1142

**Start date**

April 1 2019

**End date**

March 31 2020

**Comment**

**Past year 1**

**Scope 2, location-based**

2657

**Scope 2, market-based (if applicable)**

0

**Start date**

April 1 2018

**End date**

March 31 2019

**Comment**

We report in line with DEFRA best practice guidelines as to how conversion factors are chosen for relevant reporting periods. However, as the publication of the standard relevant for our Q4 data is not published until after our annual reporting cycle is closed, we apply the conversion factors that are used for the Q1 to Q3 data. In the subsequent reporting year, we restate the Q4 numbers to ensure we use best available data. This is to ensure the year on year relationship between data and emission factors is consistent, regardless of our reporting year For our 2019/20 publication, issued in June/ July 2020, DEFRA Standard Set Version 1 2019 (for the calendar year 2019) will apply.

**C6.4**

**(C6.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and Scope 2 emissions that are within your selected reporting boundary which are not included in your disclosure?**

No

**C6.5**

**(C6.5) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.**

**Purchased goods and services**

**Evaluation status**

Relevant, calculated

**Metric tonnes CO2e**

1600

**Emissions calculation methodology**

Looking at our spend data, we have worked out the weight of the cartons sold and used 3.31 tonnes Co2e per tonne of cardboard as an approximate conversion factor. We have contacted our supplier in order to improve on our scope 3 data.

**Percentage of emissions calculated using data obtained from suppliers or value chain partners**

0

**Please explain**

We have ca 14 packing material ranges, 65% (number of ranges) are manufactured in the UK. As this is the only customer facing product we sell, we see this as very relevant to our business. Our aim has been to obtain product a)from within the UK and b) with a high recycled material content, to make the end product as sustainable as possible. During the year, we have removed the single-use packaging some of our products were wrapped in with recycled content, thin cardboard to keep the transport impact down. We have looked at 2017 spend data, and, using an approximate weight for cardboard used to making our boxes estimate that we have sold ca 500 t of cardboard products. We have used 3.31 tonnes Co2e per tonne of cardboard as an approximate conversion factor (<http://www.greenrationbook.org.uk/resources/footprints-cardboard/>). During 2020 we will be working with our suppliers in order to improve on our scope 3 data. We are aware that our decision to move to more cardboard may increase our Scope 3 footprint, however, the long lasting impact of plastic in our environment and the devastation it can cause to wildlife have been taken into account when making our decision. We have contacted our suppliers to obtain product specific Scope 3 data directly from them, however, these initiatives have been delayed with covid-19 as this particular supplier opted to furlough most of its staff.

## Capital goods

### Evaluation status

Relevant, not yet calculated

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

With Capital expenditure for Construction of £24.8 during the year ([https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big\\_Yellow\\_Group\\_PLC\\_310320\\_Prelim.pdf](https://corporate.bigyellow.co.uk/application/files/4715/9167/7240/Big_Yellow_Group_PLC_310320_Prelim.pdf) page 22), Big Yellow estimate the emissions footprint to be relevant to some extent. Construction is contracted to the Big Yellow Construction company who employ suppliers to undertake all the various aspects of construction, i.e. architecture, building materials, project management, legal & planning advice and stakeholder engagement. Big Yellow Construction and its supplier source a wide range of products and services, steel being one material which is consistently bought for the construction of Big Yellow Stores - the value of Steel purchased during the year represents 4% of capital goods expenses. Big Yellow Construction has seen fluctuating activities over the years; in some years, no new stores are being built, in others a number may be ready for opening. Our stores can take a long time to completion, Manchester for example took over 10 years to complete (opened in May 2019). It has been challenging to appropriately ascribe emissions to the relevant activities and we are working with the Big Yellow Construction Company and its partners to provide meaningful data, not just for embodied carbon, but for emissions generated during the construction phase. This is very much work in progress. To summarise, we are working on the assumption that they are likely to be relevant and material to us during those times that we commission new builds.

## Fuel-and-energy-related activities (not included in Scope 1 or 2)

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

205

### Emissions calculation methodology

Defra emission factors 2019

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Fuel and energy related activities include electricity distribution losses

## Upstream transportation and distribution

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Due to the nature of our business, we can minimise distributions to our stores, as all stores have enough space to keep significant quantities of packaging material available on site. We have few stock items; our sales are steady, but there are very rarely unpredictable spikes in our stores. This means that our deliveries are well planned and maximised for efficiency. We may at some stage look to quantify emissions connected with this part of our supply chain, however, unless our business model changes to a 'just in time' system, it is unlikely that this will become material. With the structural move to electrification in transport, we also expect the impact to decrease further over time and intend to engage with our suppliers to understand their mid to long term plans.

## Waste generated in operations

### Evaluation status

Not relevant, calculated

### Metric tonnes CO2e

26.3

### Emissions calculation methodology

Emissions from waste cover any waste sent to landfill (10.7% of 392 tonnes) and uses the DEFRA conversion factor for 'Refuse- Municipal Waste – Landfill' of 586.514 (GHG Emissions Scope 3 Supply Chain)

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

Collated by our waste management contractors D S Smith and provided to Head of CSR annually. Data is broken down by site and type of waste. Operational store waste is reported by our contractor. The data covers all stores and our merchandise warehouse. Waste data is measured in tonnes (t's), cost (£'s) including Landfill Tax savings, and the percentages (%) of mixed dry recyclables and mixed papers by mass balance. The percentage sent to landfills for further recycling and disposal is not estimated. Residual GHG emissions are usually <1% of combined Scope 1 and 2 emissions and are therefore not materials. During 2019/20 we have commissioned pre-assurance gap analysis of our waste data.

## Business travel

### Evaluation status

Not relevant, calculated

### Metric tonnes CO2e

110

### Emissions calculation methodology

Employee business travel (car mileage) Annual employee mileage claims from our Finance team are used to work out emissions caused through company business travel. DEFRA conversion fact.

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

100

### Please explain

We calculate business mileage every year, but with a small number of senior managers travelling to visit stores, this is not a material impact on our operational footprint (ca 4%). As we are exclusively UK based, we do not have significant flight business travel. Most of our employees do not have a need to travel for business; however, there is a consistent group of employees who regularly travel, such as the Directors, the Compliance team, the Facility and Estates team and the Construction team.

## Employee commuting

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We have 75 stores with between 1 and 4 store members present at any one time, most stores are within dense urban areas but often located in Industrial Estates. We encourage employees to commute using public transport, on foot or by bike. Our stores are based in densely populated areas of mainly London and the South East, where public transport is often the most convenient and affordable mode of transport for commuting. Most of our store-based employees live within 20 minutes of their place of work. Employee surveys done as part of our travel plan obligations indicates that the employees surveyed do use public transport. We have some further, indicative evidence as during Covid-19 lockdown as our stores stayed open, we arranged for taxis for store-based employees, to ensure they were not put unnecessarily at risk by using public transport. Many walk / bike to work. Most of our stores have bike storage facilities and a shower for staff. We find 'Employee Commuting' a very important aspect when looking at engagement on climate change topics as it allows an individual to make a positive contribution to emission reductions; however from a likely Emissions Data point of view, due to the small number of employees we do have, we do not consider this to be material.

## Upstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We do not own any upstream, leased assets

## Downstream transportation and distribution

### Evaluation status

Relevant, calculated

### Metric tonnes CO2e

2256

### Emissions calculation methodology

Business Customers assuming 21% of our 56,000 (FY 2018/19) customers are business customers (quod report), accessing their units 50 days per year, each driving 10 miles per trip. 11760 customers = 588,000 journeys per annum = 5,8m miles Domestic customers assuming 79% of our 56,000 customers are domestic, accessing their units 4 times per year, each driving 10 miles. 44,240 customers = 176,960 journeys per annum = 1,77m miles Total miles 7,57m miles (assumptions same as grey fleet business travel) – works out at approx. 9m MWhs. 9,000MWh energy for total customer journeys equating to 2,256 tCO2e

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

### Please explain

We do not transport or distribute anything, but our customers accessing their units would possibly fall into this category. We have initiatives in place to encourage customers to use public transport, however, when you are moving house this is obviously not a feasible mode of transport. We work with a number of local councils on green travel plans, however, this will not address our customers' needs in most instances. We have decided to encourage our customers to use electric vehicles by providing stores that are built at present with EV Charging pods. Oxford and Manchester currently have this facility. We may also consider options for our customers to offset their emissions via a suitable offsetting scheme.

## Processing of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

We provide Self Storage and to a lesser extent packaging materials; there are no 'Processing of sold products' aspects to our business. Definition: includes emissions from processing of sold intermediate products by third parties (e.g., manufacturers) subsequent to sale by the reporting company. Intermediate products are products that require further processing, transformation, or inclusion in another product before use (see box 5.3 of the Scope 3 Standard), and therefore result in emissions from processing subsequent to sale by the reporting company and before use by the end consumer. Emissions from processing should be allocated to the intermediate product

## Use of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Definition: this category includes emissions from the use of goods and services sold by the reporting company in the reporting year. A reporting company's scope 3 emissions from use of sold products include the scope 1 and scope 2 emissions of end users. End users include both consumers and business customers that use final products. If we take the 'use of sold services' to mean the rental of a storage unit by an end user (which could be a private or corporate customer for private or business use), the emissions created through that use in terms of energy used while accessing their rental unit is included in our 'Landlord reported energy and emissions' reporting (Scope 1 and 2). We do not report our end users' emissions separately. We have instances where customers operate electrical equipment in their units, in addition to the lighting we provide. This is a managed process and the customer is asked to pay a service charge, but we include all the energy consumption and resulting emissions as part of that store's scope 1 and 2 reporting.

## End of life treatment of sold products

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

The only sold product that requires any end of life treatment is the packaging materials we sell. This is only a small part of our business and we extensively communicate that products can and should be re-used and / or recycled. We provide good quality products that lend themselves for re-use.

## Downstream leased assets

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO<sub>2</sub>e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

This category includes emissions from the operation of assets that are owned by the reporting company (acting as lessor) and leased to other entities in the reporting year that are not already included in scope 1 or scope 2. This category is applicable to lessors (i.e., companies that receive payments from lessees). Companies that operate leased assets (i.e., lessees) should refer to category 8 (Upstream leased assets). Big Yellow does not act as a lessor.

## Franchises

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

Big Yellow does not operate any Franchises.

## Investments

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

This category includes scope 3 emissions associated with the reporting company's investments in the reporting year, not already included in scope 1 or scope 2. This category is applicable to investors (i.e., companies that make an investment with the objective of making a profit) and companies that provide financial services. This category also applies to investors that are not profit driven (e.g. multilateral development banks), and the same calculation methods should be used. Investments are categorized as a downstream scope 3 category because providing capital or financing is a service provided by the reporting company. Big Yellow does not operate as an Investor.

## Other (upstream)

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

no other upstream emissions identified

## Other (downstream)

### Evaluation status

Not relevant, explanation provided

### Metric tonnes CO2e

<Not Applicable>

### Emissions calculation methodology

<Not Applicable>

### Percentage of emissions calculated using data obtained from suppliers or value chain partners

<Not Applicable>

### Please explain

no other downstream emissions identified

## C6.7

---

### (C6.7) Are carbon dioxide emissions from biogenic carbon relevant to your organization?

No

## C6.10

---

### (C6.10) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

#### Intensity figure

20.6

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

2571

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

124664

**Scope 2 figure used**

Location-based

**% change from previous year**

7.6

**Direction of change**

Decreased

**Reason for change**

Scope 2 Store and non-Store portfolio saw a decrease largely due to a favourable UK fuel mix, however, our investment in on-site renewables continues and we hope to make a larger contribution to low carbon or zero carbon energy.

---

**Intensity figure**

10.2

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

1274

**Metric denominator**

unit total revenue

**Metric denominator: Unit total**

124664

**Scope 2 figure used**

Market-based

**% change from previous year**

0

**Direction of change**

No change

**Reason for change**

Market based emissions are new to 2019/20 – we now purchase Rego-backed 100% renewable electricity as of 1.10.2020. The number reported here are the electricity emissions we caused between 01.04.2019 and 30.09.2019 and setting the rest of the financial year to '0'.

---

**Intensity figure**

7.2

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

2571

**Metric denominator**

square meter

**Metric denominator: Unit total**

357770

**Scope 2 figure used**

Location-based

**% change from previous year**

8.9

**Direction of change**

Decreased

**Reason for change**

We report on 'average occupied space' one of the key metrics in our industry Scope 2 Store and non-Store portfolio saw a decrease largely due to a favourable UK fuel mix, however, our investment in on-site renewables continues and we hope to make a larger contribution to low carbon or zero carbon energy.

---

**Intensity figure**

5.9

**Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)**

2571

**Metric denominator**

square meter

**Metric denominator: Unit total**

432785

**Scope 2 figure used**

Location-based

**% change from previous year**

9.2

**Direction of change**

Decreased

**Reason for change**

We report on 'current lettable area' one of the key metrics in our industry Scope 2 Store and non-Store portfolio saw a decrease largely due to a favourable UK fuel mix, however, our investment in on-site renewables continues and we hope to make a larger contribution to low carbon or zero carbon energy.

## C7. Emissions breakdowns

## C7.1

**(C7.1) Does your organization break down its Scope 1 emissions by greenhouse gas type?**

No

## C7.2

**(C7.2) Break down your total gross global Scope 1 emissions by country/region.**

Country/Region	Scope 1 emissions (metric tons CO2e)
United Kingdom of Great Britain and Northern Ireland	131.7

## C7.3

**(C7.3) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.**

By activity

## C7.3c

**(C7.3c) Break down your total gross global Scope 1 emissions by business activity.**

Activity	Scope 1 emissions (metric tons CO2e)
Natural Gas	119.03
Transport Fleet	6.62
Refrigerants	6.06

## C7.5

**(C7.5) Break down your total gross global Scope 2 emissions by country/region.**

Country/Region	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)	Purchased and consumed electricity, heat, steam or cooling (MWh)	Purchased and consumed low-carbon electricity, heat, steam or cooling accounted for in Scope 2 market-based approach (MWh)
United Kingdom of Great Britain and Northern Ireland	2439	1142	9543	5074

## C7.6

**(C7.6) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.**

By facility

## C7.6b

**(C7.6b) Break down your total gross global Scope 2 emissions by business facility.**

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Bagshot 1 The Deans (Head office)	22	12
Balham	24.289	11.152

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Barking	22.271	9.272
Battersea	0	0
Beckenham	30.467	14.951
Birmingham	27.668	13.798
Bow	76.103	34.274
Brighton	53.717	25.633
Bristol Ashton Gate	15.686	5.81
Bristol Central	22.827	5.943
Bromley	37.423	16.898
Byfleet	27.983	12.184
Camberley	31.717	15.448
Cambridge	22.842	11.214
Cardiff	43.852	19.367
Chelmsford	22.775	11.191
Cheltenham	20.968	9.262
Chester	64.885	25.536
Chiswick	30.302	12.246
Colchester	23.518	10.602
Croydon	33.321	15.233
Dagenham	27.656	12.56
Ealing Southall	29.127	13.27
Edinburgh	19.515	8.057
Edmonton	57.153	27.356
Eltham	33.671	15.664
Enfield	14.191	5.341
Finchley East	41.754	20.538
Finchley North	39.299	17.051
Fulham	150.135	79.974
Gloucester	24.398	11.577
Guildford Slyfield	35.514	14.779
Guildford Central	12.21	4.577
Gypsy Corner	44.981	18.855
Hanger Lane	35.555	16.632
High Wycombe	31.308	15.22
Hounslow	41.375	19.277
Ilford	37.536	18.425
Kennington	41.627	16.983
Kingston	31.546	14.349
Leeds	34.342	16.11
Liverpool Edge Lane	30.029	13.89
Luton	20.123	9.341
Maidenhead	2.8	1.19
Merton	25.955	12.547
Milton Keynes	26.64	13.148
New Cross	26.577	11.106
New Malden	63.773	26.132
Nine Elms	28.414	13.881
North Kensington	25.029	12.821
Norwich	26.249	11.833
Nottingham	18.603	8.175
Orpington	36.327	18.133
Oxford	14.64	7.058
Oxford 2	12.908	6.416
Poole	28.547	14.139
Portsmouth	52.036	19.638
Reading	32.585	15.863
Richmond	14.995	6.355
Romford	35.23	16.35
Sheen	38.336	18.056
Sheffield Bramall Lane	24.704	11.938
Sheffield Hillsborough	30.725	14.674
Slough	58.729	23
Southend	25.475	12.082
Staples Corner	113.784	45.301
Stockport	28.594	14.285
Sutton	37.239	18.891
Swindon	20.783	10.216
Tolworth	22.738	10.682
Tunbridge Wells	33.086	15.936
Twickenham	44.772	20.892
Twickenham 2	16.545	5.519

Facility	Scope 2, location-based (metric tons CO2e)	Scope 2, market-based (metric tons CO2e)
Wandsworth	25.062	10.544
Watford	24.708	12.285
West Norwood	28.808	14.073
Wapping	13.701	6.972
Manchester	16.979	5.617

## C7.9

**(C7.9) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?**

Decreased

## C7.9a

**(C7.9a) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.**

	Change in emissions (metric tons CO2e)	Direction of change	Emissions value (percentage)	Please explain calculation
Change in renewable energy consumption	32	Decreased	1.2	We generated 578,394 kWh in solar energy during 2019/20. This was 125,675 kWh more than the prior year and is due to our new store in Manchester generating solar since May 2019. Our two stores in Bristol, that were retrofitted with solar late 2018 are now generating at full capacity.
Other emissions reduction activities	0	No change	0	we continue to invest in LED lighting upgrade, mainly in customer units that to date have not been accessible to us. These are small, local activities that bring our major, 5 Year programmes to a close that saw us install LED lights and motion sensors across all the common areas within our stores. They have been small and spread out and do not make a measurable impact when looking at our high level data.
Divestment	0	No change	0	There were no divestments during the reporting year.
Acquisitions	0	No change	0	There were no acquisitions during the reporting year.
Mergers	0	No change	0	There were no mergers during the reporting year.
Change in output	0	No change	0	'Output' for Big Yellow could potentially be the occupancy of its stores. Although the final year 2020 occupancy is slightly lower than 2019, this is not enough to either identify or explain a change in emissions as the key driver will be the number of times our customers have accessed their storage units and/ or office spaces and how long they remained. These are KPIs we are not currently able to measure. We understand that a change in customer visits ('output') may have an impact, but are at present unable to quantify that impact may be.
Change in methodology	0	No change	0	There were no changes in methodology during the reporting year.
Change in boundary	0	No change	0	There were no boundary changes during the reporting year.
Change in physical operating conditions	0	No change	0	Year on year there will always be subtle changes in physical operating conditions. The harsh temperatures from 2 years ago, known as 'the Beast from the East' represented a very evident change and our then increase in gas consumption was a result. There have been no material changes in physical operating conditions during the reporting year. We will look to quantify the impact of the lockdown imposed due to the Covid-19 pandemic during next year's reporting when the full extent can be evaluated.
Unidentified	0	No change	0	There were no unidentified changes in emissions during the reporting year.
Other	186	Decreased	7.2	As we purchase UK grid electricity, our emission performance benefits from the increasing % of renewable energy within the UK as a whole.

## C7.9b

**(C7.9b) Are your emissions performance calculations in C7.9 and C7.9a based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?**

Location-based

## C8. Energy

### C8.1

**(C8.1) What percentage of your total operational spend in the reporting year was on energy?**

More than 0% but less than or equal to 5%

### C8.2

**(C8.2) Select which energy-related activities your organization has undertaken.**

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Yes
Consumption of purchased or acquired electricity	Yes
Consumption of purchased or acquired heat	No
Consumption of purchased or acquired steam	No
Consumption of purchased or acquired cooling	No
Generation of electricity, heat, steam, or cooling	Yes

**C8.2a**

**(C8.2a) Report your organization's energy consumption totals (excluding feedstocks) in MWh.**

	Heating value	MWh from renewable sources	MWh from non-renewable sources	Total (renewable and non-renewable) MWh
Consumption of fuel (excluding feedstock)	LHV (lower heating value)	0	647	647
Consumption of purchased or acquired electricity	<Not Applicable>	5074	4469	9543
Consumption of purchased or acquired heat	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired steam	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of purchased or acquired cooling	<Not Applicable>	<Not Applicable>	<Not Applicable>	<Not Applicable>
Consumption of self-generated non-fuel renewable energy	<Not Applicable>	578	<Not Applicable>	578
Total energy consumption	<Not Applicable>	5652	5116	10768

**C8.2b**

**(C8.2b) Select the applications of your organization's consumption of fuel.**

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	No
Consumption of fuel for the generation of heat	No
Consumption of fuel for the generation of steam	No
Consumption of fuel for the generation of cooling	No
Consumption of fuel for co-generation or tri-generation	No

**C8.2c**

**(C8.2c) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.**

**Fuels (excluding feedstocks)**

Natural Gas

**Heating value**

LHV (lower heating value)

**Total fuel MWh consumed by the organization**

647

**MWh fuel consumed for self-generation of electricity**

<Not Applicable>

**MWh fuel consumed for self-generation of heat**

<Not Applicable>

**MWh fuel consumed for self-generation of steam**

<Not Applicable>

**MWh fuel consumed for self-generation of cooling**

<Not Applicable>

**MWh fuel consumed for self-cogeneration or self-trigeneration**

<Not Applicable>

**Emission factor**

0.18385

**Unit**

kg CO2e per kWh

**Emissions factor source**

<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019>

**Comment**

We use : Conversion factors 2019: condensed set

**C8.2d**

**(C8.2d) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.**

	Total Gross generation (MWh)	Generation that is consumed by the organization (MWh)	Gross generation from renewable sources (MWh)	Generation from renewable sources that is consumed by the organization (MWh)
Electricity	578	520	578	520
Heat	0	0	0	0
Steam	0	0	0	0
Cooling	0	0	0	0

**C8.2e**

**(C8.2e) Provide details on the electricity, heat, steam, and/or cooling amounts that were accounted for at a zero emission factor in the market-based Scope 2 figure reported in C6.3.**

**Sourcing method**

Green electricity products (e.g. green tariffs) from an energy supplier, supported by energy attribute certificates

**Low-carbon technology type**

Other, please specify (Opus Energy 'Advance Plus' 100% renewable electricity )

**Country/region of consumption of low-carbon electricity, heat, steam or cooling**

United Kingdom of Great Britain and Northern Ireland

**MWh consumed accounted for at a zero emission factor**

5074

**Comment**

100% renewable electricity from UK-only solar, wind, and hydro sources. The power's generated in the UK and verified with the relevant certification. EcoAct, an independent third party, audits our product processes. This means you can be sure that, for every bit of electricity you use, the same amount of certified renewable energy is placed on the Grid. <https://www.opusenergy.com/buy-energy/opus-advance/> Emissions associated with the electricity used between 1st October 2019 (the commencement of the green electricity contract ) and 31st March 2020 has been set to '0'.

**C9. Additional metrics**

**C9.1**

**(C9.1) Provide any additional climate-related metrics relevant to your business.**

**Description**

Other, please specify (kg CO2e per square metre of occupied space)

**Metric value**

**Metric numerator**

2854.0

**Metric denominator (intensity metric only)**

356190

**% change from previous year**

**Direction of change**

<Not Applicable>

**Please explain**

**C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6**

**(C-CE9.6/C-CG9.6/C-CH9.6/C-CN9.6/C-CO9.6/C-EU9.6/C-MM9.6/C-OG9.6/C-RE9.6/C-ST9.6/C-TO9.6/C-TS9.6) Does your organization invest in research and development (R&D) of low-carbon products or services related to your sector activities?**

	Investment in low-carbon R&D	Comment
Row 1	No	Big Yellow has often been an early adopter when it comes to technology to reduce energy or operate with lower carbon, however, we do not have an R&D department as such, but work extensively with suppliers and 3rd parties to ensure we take advantage of the latest development. Very often planning applications can be several years in the making and Big Yellow Construction will use best available technology within an acceptable ROI at the time. Once our stores are built, operationally we require very little technology to keep operating effectively. During 2019, we investigated if a building management system could support further energy reduction or efficiency initiatives, but we have found that our stores are not complex enough to deliver a reasonable return on investment. The technologies we use in our stores are lighting, lifts, gates and security aspects. There is no opportunity to invest in R&D that would help us lower carbon emissions.

**C-RE9.9**

**(C-RE9.9) Does your organization manage net zero carbon buildings?**

No, but we plan to in the future

**C-CN9.11/C-RE9.11**

**(C-CN9.11/C-RE9.11) Explain your organization's plan to manage, develop or construct net zero carbon buildings, or explain why you do not plan to do so.**

Self-storage buildings are atypical in terms of other real estate in so far as certain aspects that are very desirable in office or even warehousing space are counterproductive for self storage when it comes to zero carbon buildings. Natural day light for example is one such aspect. Our customers store their possessions in our units, these possessions need to be protected not just from unauthorised access for example, but also from deteriorating due to their surroundings, such as damp or daylight. Our stores are therefore built to minimise day light into our units. Our storage areas are not heated. Only our reception areas, where our employees spend most of their working day are airconditioned and heated; all our corridor lighting is LED and motion sensed and therefore relatively efficient. As our stores offer out of office hours access, for security reasons, we leave a certain number of lights on all the time.

During the year, we have started to engage with the UK Green Building Council's definition of Net zero Carbon – operational energy: when the amount of carbon emissions associated with the building's operational energy on an annual basis is zero or negative. A net zero carbon building is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset. As most of their members are developers, the specificities of self-storage are not considered in any of the developed approaches. Big Yellow have started to look at its own net zero carbon strategy and expect to be developing this significantly this year with presentation to the Sustainability Board in September 2020. We have defined our three strategic aims of a net zero carbon strategy, namely:

- To ensure our business continues to flourish in a society affected by climate change
- To ensure our business manages the transition to a low carbon economy, taking advantage of opportunities presented and minimising risks
- Play our part to support the UK's carbon goals to 2050

With all of our gas and electricity consumption metered and readings transmitted into our reporting portal in an automated fashion, we understand our Scope 1 and Scope 2 consumption and related emissions very well. As of 1st October 2019 we have started to purchase Rego-backed renewable electricity. We continue to invest in on site solar self generation, reducing our reliance on grid bought electricity; in due course, we expect to be installing battery technology, however, this at present has a pay back of 18 to 20 years with an expected lifespan of the battery itself of 10 years. This is not an acceptable business case at a present, but as battery technology improves over the coming years, we expect to adopt that technology in conjunction with onsite solar. We do expect our strategy to encompass operational net zero buildings over time.

## C10. Verification

---

### C10.1

---

**(C10.1) Indicate the verification/assurance status that applies to your reported emissions.**

	Verification/assurance status
Scope 1	Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Third-party verification or assurance process in place
Scope 3	Third-party verification or assurance process in place

### C10.1a

---

**(C10.1a) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.**

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

BigYellow\_Full Assurance Statement\_FINALAMENDED signed\_12.05.20 (002).pdf

Big\_Yellow\_CSR\_Basis\_of\_Reporting\_2019\_20.pdf

**Page/ section reference**

The entire document

**Relevant standard**

ISAE3000

**Proportion of reported emissions verified (%)**

100

---

### C10.1b

---

**(C10.1b) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.**

**Scope 2 approach**

Scope 2 location-based

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Limited assurance

**Attach the statement**

BigYellow\_Full Assurance Statement\_FINALAMENDED signed\_12.05.20 (002).pdf

**Page/ section reference**

throughought

**Relevant standard**

ISAE3000

**Proportion of reported emissions verified (%)**

100

---

### C10.1c

---

**(C10.1c) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.**

**Scope 3 category**

Scope 3: Waste generated in operations

**Verification or assurance cycle in place**

Annual process

**Status in the current reporting year**

Complete

**Type of verification or assurance**

Not applicable

**Attach the statement**

BigYellow\_Full Assurance Statement\_FINALAMENDED signed\_12.05.20 (002).pdf

**Page/section reference**

throughout SGS conducted a 'light touch verification' pre-assurance gap analysis of data for water consumption and landlord-obtained waste. The purpose of this was to support Big Yellow to identify opportunities for improvements to its data collection and reporting systems. The findings from this review are included in our report to Big Yellow management. (attached)

**Relevant standard**

SGS Sustainability Report Assurance

**Proportion of reported emissions verified (%)**

100

---

**C10.2**

---

**(C10.2) Do you verify any climate-related information reported in your CDP disclosure other than the emissions figures reported in C6.1, C6.3, and C6.5?**

No, but we are actively considering verifying within the next two years

**C11. Carbon pricing**

---

**C11.1**

---

**(C11.1) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?**

Yes

**C11.1a**

---

**(C11.1a) Select the carbon pricing regulation(s) which impacts your operations.**

Other carbon tax, please specify (Climate Change Levy (CCL))

**C11.1c**

---

**(C11.1c) Complete the following table for each of the tax systems you are regulated by.**

**Other carbon tax, please specify**

**Period start date**

April 1 2019

**Period end date**

March 31 2020

**% of total Scope 1 emissions covered by tax**

90.4

**Total cost of tax paid**

1314.3

**Comment**

although not strictly speaking a carbon tax, the CCL has acted as the revenue generating part of the now closed CRC scheme; it is a tax on energy. Gas (£ per kWh) 0.00203 <https://www.gov.uk/guidance/climate-change-levy-rates>

**C11.1d**

---

**(C11.1d) What is your strategy for complying with the systems you are regulated by or anticipate being regulated by?**

Even though the Carbon Reduction Commitment Scheme has now come to an end, we anticipate 'carbon tax' to be an instrument that the UK will continue to make use of - currently the revenue generated through the CRC are due to move to the CCL.

Even though the CCL is not strictly speaking a tax in its own right, in terms of Big Yellow's strategy we are treating it as such as this allows us to include the cost of the CCL to form part of the Business Case to invest in further on-site renewable generation or energy reduction. We are using the CCL as a quasi- carbon price.

Our strategy for complying with the systems within which we participate is through:

- a) emissions reductions / efficiency upgrades strategies and / or
- b) efficient construction

a) Emissions reductions strategy happen at operational level and are set by the CSR Forum that meets on a quarterly basis and consists of Head of CSR, Head of Estates and Facilities, Construction Director, Operation Director and Head of Development (Acquisition).

During the year, the Forum determined on creating an additional 150 kWh installed Solar PV capacity across three of our stores. The Forum evaluates technologies and business cases to deliver ongoing reductions / efficiency gains, such as ground source heat pumps, battery storage, green roofs / walls, electric vehicle charge points etc.

The Forum reviews energy consumption and emissions data to inform their specific activities. The Forum supports the delivery of function-specific activities, such as Facilities upgrading all of our store lighting to LED.

We have recently set an energy intensity target that we will use as an additional instrument to deliver our efficiency upgrade strategy.

We are using the opportunities identified through ESOS to help us make progress. Having addressed a number of larger opportunities over the past few years, we are now piloting sub-metering at 2 of our stores to help us identify further reduction or efficiency gains.

b) It is our strategy to build our stores as efficiently as possible and have developed and published a Sustainable Construction Policy, which sets out in detail what this means when we come to commission a new store. As a minimum all new stores will have a minimum of onsite renewable energy installed as part of the construction.

---

**C11.2**

**(C11.2) Has your organization originated or purchased any project-based carbon credits within the reporting period?**

No

---

**C11.3**

**(C11.3) Does your organization use an internal price on carbon?**

No, but we anticipate doing so in the next two years

---

**C12. Engagement**

---

**C12.1**

**(C12.1) Do you engage with your value chain on climate-related issues?**

- Yes, our suppliers
- Yes, our customers
- Yes, other partners in the value chain

---

**C12.1a**

**(C12.1a) Provide details of your climate-related supplier engagement strategy.**

**Type of engagement**

Innovation & collaboration (changing markets)

**Details of engagement**

Other, please specify (During the year we collaborated with our suppliers to remove the single use plastic outer packaging from Big Yellow's own-branded packaging)

material such as chair or sofa covers.)

**% of suppliers by number**

0.2

**% total procurement spend (direct and indirect)**

2.3

**% of supplier-related Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

Consistent consumer and employee feedback meant we wanted to focus on the single-use plastic within consumer facing packing products, such as packaging of locks, for example, which did not just come in single-use plastic but a very difficult to access blister pack. We selected all those suppliers who provided us with Big Yellow branded products, as we wanted to be consistent across our Brand. This allowed us to introduce a consistent, single-use plastic free look across our stores and enhance the attractiveness of our products. Products which were not specifically Big Yellow branded were in some cases deselected altogether, for example twine, which we now no longer sell at all. We worked with 100% of suppliers providing Big Yellow products packaged in single-use plastic and a smaller number of suppliers where we felt removing single use plastic was possible without a significant amount of R&D investment either by the supplier or by Big Yellow. % of supplier-related Scope 3 emissions as reported in C6.5 - we are unable to attribute the % of emissions attributable to the removing single-use plastic from our own branded products as the scope 3 reporting in C6.5 isn't granular enough at present to provide a credible %. This is expected to be addressed by our Scope 3 assessment work during 2020.

**Impact of engagement, including measures of success**

We measure success by the number of Big Yellow product lines that had their single-use plastic packaging successfully replaced with cardboard. Now at 100% We noted additional, unexpected benefits: customers can order a single chair cover (for example) via our Box Shop online packaging material shop. In the past, the single chair cover in its single use plastic bag would have been put in an envelope to be sent through the postal system to the customer. The thin cardboard packing we now have means our warehouse employees are able to print a label and send it off without the need for further packaging. We eliminated all single use plastic from our own ranges.

**Comment**

% of supplier-related Scope 3 emissions as reported in C6.5 - we are unable to attribute the % of emissions attributable to the removing single-use plastic from our own branded products as the scope 3 reporting in C6.5 isn't granular enough at present to provide a credible %. This is expected to be addressed by our Scope 3 assessment work during 2020.

**Type of engagement**

Compliance & onboarding

**Details of engagement**

Included climate change in supplier selection / management mechanism

Climate change is integrated into supplier evaluation processes

Other, please specify (Delivering climate-change resilient buildings that set us apart from our competition)

**% of suppliers by number**

2.5

**% total procurement spend (direct and indirect)**

3.2

**% of supplier-related Scope 3 emissions as reported in C6.5**

**Rationale for the coverage of your engagement**

We focus our on-boarding activities on our Construction consultants and advisors to the Big Yellow Construction Company, headed by our Construction Director. We have focussed on this selection of key partners, as we rely extensively on their knowledge, guidance and expertise in delivering sustainable, climate-change resilient and efficient buildings. Selecting suppliers and partners that have a strong track record on climate change, helps Big Yellow Construction - and ultimately Big Yellow Plc to: - meet planning regulations, many of which now look to builders like BYCC to deliver not just efficient buildings, but climate change resilient building; - avoiding future costs through installation of on-site renewables both through saving in grid-bought electricity and retro-fit costs of solar; - optimising of technological opportunities - depending on build we rely on our suppliers to advise on best options.

**Impact of engagement, including measures of success**

The Impact of successful engagement is felt when we have an efficient store delivered on time with the necessary features to add to Big Yellow's existing, resilient estate. Measures of success: - for new builds - achieving the relevant BREEAM standard as required - increase in on site renewables in line with Big Yellow's targets -adoption of other technology where possible - for example our Manchester store now has an EV charging pod - meeting or exceeding Considerate Constructor Standards - delivering projects on time and in budget. Amongst our peer group in the Real Estate Sector, Big Yellow's green credentials were recognised for exemplar behaviour when we were presented with a Best Practice Award for the Built Environment. The unique quality about the award is that no company can put themselves forward to be nominated; 5000 companies in the south were tracked, with shortlists and winners identified from research, with their credentials independently evaluated against the following foundation attributes: - Having ISO4001 accreditation or adherence to EMAS, PA52050 protocols - Environmental responsibility being an intrinsic part of the company culture, defining interaction and relationship with employees, customers and suppliers - Strategic consideration of the environment, with impact and improvement embedded as considerations within the business model and decision-making framework - A desire to set benchmark standards rather than being driven by legislative/regulatory demands - Tangible, demonstrative results - seeing the monitoring process as a measure of company performance -Continuity - environmental responsibility as holistic in approach rather than a series of stand-alone activities.

**Comment**

We recently published our Sustainable Construction Policy. We believe that aspects such as Sustainable Urban Drainage, green roofs or walls and solar installations are most efficiently included from the early stages of Planning and Construction. Retrofitting often comes with higher costs and inconvenience and even disruption to our stores and customers. We have made several public commitments with regards to generating on-site renewable energy, making our estate as efficient as possible and addressing other issues, such as water / flooding, it is imperative that our suppliers and partners understand these commitments and work with us to achieve them. This means we base our supplier selection on their capabilities to do so - as a matter of preference we work with partners we have known and worked with for many years, who know our business nearly as well as we do and who share our commitment to sustainable construction. It also means we evaluate our suppliers' performance not only on the delivery of our standards but also on their value add in terms of climate related issues we could be considering or solving technical challenges with and for us that lead to a more climate-change resilient estate for example. % of supplier-related Scope 3 emissions as reported in C6.5 - we are unable to attribute the % of emissions attributable to the compliance and onboarding initiative for our suppliers. we believe that the timely interaction allows us to explore opportunities, such as installing the latest technology available at time of planning, rather than the most standard solution. To measure the impact of the initiative would mean looking at the standard decision made at that time (in some instances years ago) and evaluating how much more efficient Big Yellow suppliers' choices are . This asks for too much second guessing and in our opinion will not add meaningful information.

---

**(C12.1b) Give details of your climate-related engagement strategy with your customers.**

**Type of engagement**

Education/information sharing

**Details of engagement**

Run an engagement campaign to education customers about your climate change performance and strategy

**% of customers by number**

100

**% of customer - related Scope 3 emissions as reported in C6.5**

**Portfolio coverage (total or outstanding)**

<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**

100% of our stores have an EPC rating (up from 87% previous financial year) , which is prominently displayed in our stores' receptions. With 98.6% of our stores with EPC rating in the 'green' range (i.e. either A, B or C) we feel this is an excellent way to share information about our product (the space we rent) that is directly relevant to our customers: besides demonstrating our commitment to climate-change related topics it also assures our customers that they have chosen a company that runs efficiently and deploys a range of measures to reduce its impact and protect itself - and its customers - for climate-change related risks. 22 of our 75 stores also have Solar PV installations. We display the energy generated from our solar installations in either the reception or the loading bay area of each store. Customers frequently comment on the display and engage with staff around other measures Big Yellow takes to address climate-change related issues. For customers who require packaging material and who chose to purchase these goods via our online box shop, we not only provide a breakdown of materials our products are made out of, but also, under the 'Your bit' section, instructions for the customer as to the re-use & recyclability of products. For our 8 biggest product lines, we have removed single-use plastic packaging, which resulted in a single-use plastic avoidance of 1'500kg to date.

**Impact of engagement, including measures of success**

Our customers have the confidence that when they store with us, they are able to minimise their own footprint by selecting an efficient storage provider. Our Net Promoter Score of 79.1 shows that our overall attractiveness results in very satisfied customers.

---

**Type of engagement**

Education/information sharing

**Details of engagement**

Share information about your products and relevant certification schemes (i.e. Energy STAR)

**% of customers by number**

100

**% of customer - related Scope 3 emissions as reported in C6.5**

**Portfolio coverage (total or outstanding)**

<Not Applicable>

**Please explain the rationale for selecting this group of customers and scope of engagement**

We value and rely on feedback from our customers to continuously improve our engagement with them - prior to removing the single-use plastic packaging, we received regular comments in stores that we should consider doing so. These comments fed into our internal assessment process and eventually resulted in a total change of packaging for our eight biggest product lines. We wanted to make sure that our customers understood that our products are a good choice, so we modified our online box shop (the platform customers use to buy packaging products) to include a 'Technical bit', providing for example size of a product, 'Environmental attribute', providing information on recycled material content for example and 'Your bit', issuing a call to action to reuse or recycle where possible. For example:  
<https://www.bigyellow.co.uk/boxshop/product/name/large-box/>: Technical bit: strong corrugated cardboard box. Environmental attribute: 100% recycled card and soon with less ink to reduce their footprint further and make them more attractive for recycling. Your bit: please reuse - then recycle. We share the information via Social Media (LinkedIn and Twitter), to allow them to make an informed choice between us and our competitors.

**Impact of engagement, including measures of success**

We think that this is engagement at its best - where customers are able to engage with us - and as a result, contribute to the decision-making process on how to tackle single-use plastic. During 2018/19 we removed (and forever avoided ) 1,600kg of single use plastic packaging. Our key measure of success, besides the actual plastic eliminated, is our Net Promoter Score: Our customers have the confidence that when they buy packaging products from us, they are able to minimise their own footprint by selecting an efficient storage provider. Our Net Promoter Score of 81.9 shows that our overall attractiveness results in very satisfied customers (and an increase from the previous year, where NPS was 79.1).

---

**C12.1d**

**(C12.1d) Give details of your climate-related engagement strategy with other partners in the value chain.**

We encourage our employees to commute to work by bike and make various incentives available including bike storage and shower facilities in our stores and cycle to work schemes.

Our stores tend to be in urban areas that are well served by public transport, however our head office in Bagshot is less well served many of employees commute by car. Our stores outside of large urban areas, mainly in the West and the North too are more difficult

A survey a few years ago indicated that over half of our employees commute by car, ca 30% use public transport with 13% walking or cycling. We promote the 'Cycle to Work' scheme via our employee handbook, which all new starters receive. We monitor the uptake of cycling in particular; given that we have a relatively small number of staff, geographically spread across the UK, we feel this is the most appropriate initiative. At present, we have four employees enrolled in the Cycle to Work scheme. With Covid-19, we have seen an uptake in walking and cycling and are encouraging our employees to maintain these great habits as part of our 'Health & Wellbeing' programmes.

Since the cycle to work scheme started in 2010, we have had 53 employees join and 5 employees use the scheme more than once. We intend to continue to promote cycling to work and will continue to make infrastructure investments to offer shower / changing facilities, cycle parking and offer Cycle to Work schemes. We feel this not only adds value as part of climate change reduction, but also our HR led Wellbeing Strategy.

With the evolution of Electric Vehicles, we had installed a charging pod in one of our stores for one of our employees. As of this year, we have plans to install 5 more twin pods for either customers or employees. We will monitor uptake and evaluate communication & incentives where appropriate going forward.

**C12.3**

**(C12.3) Do you engage in activities that could either directly or indirectly influence public policy on climate-related issues through any of the following?**

Direct engagement with policy makers  
Trade associations

**C12.3a**

**(C12.3a) On what issues have you been engaging directly with policy makers?**

Focus of legislation	Corporate position	Details of engagement	Proposed legislative solution
Mandatory carbon reporting	Support	take part in the governments face to face consultation process for Streamlined Energy and Carbon Reporting.	1. The closure of the CRC Energy Efficiency Scheme (CRC), from the end of the 2018-19 compliance year. 2. The increase in Climate Change Levy (CCL) rates from April 2019 and rebalancing CCL rates for gas and electricity. 3. The introduction of a SECR Framework. We support the alignment of carbon reporting including the reporting of underlying energy consumption. Big Yellow is supports the general principle of transparency and feels SECR will contribute to increased awareness amongst stakeholders.

**C12.3b**

**(C12.3b) Are you on the board of any trade associations or do you provide funding beyond membership?**

Yes

**C12.3c**

**(C12.3c) Enter the details of those trade associations that are likely to take a position on climate change legislation.**

**Trade association**

UK Self Storage Association

**Is your position on climate change consistent with theirs?**

Consistent

**Please explain the trade association's position**

Increasing interest in environmental aspects of the self storage sector.

**How have you influenced, or are you attempting to influence their position?**

no, it is consistent with ours, we see no need to influence

**C12.3f**

**(C12.3f) What processes do you have in place to ensure that all of your direct and indirect activities that influence policy are consistent with your overall climate change strategy?**

Big Yellow's processes for ensuring that all direct and indirect activities are consistent with our Climate Change Strategy started with a review of all activities and services in 2007, and progressed to the formation of a CSR review of environmental legislation (current and future) to guide the policy and management systems across:

- land buying;
- planning;
- construction (included reviewing the land buying, planning, design and specification green supply chains);
- store operations (included reviewing the green packaging merchandise supply chain);
- estates; and - facilities management.

The business has also refreshed its 'Materiality' document in March 2020, this can be accessed here [https://corporate.bigyellow.co.uk/application/files/7815/9116/4972/Materiality\\_Assessment\\_2020.pdf](https://corporate.bigyellow.co.uk/application/files/7815/9116/4972/Materiality_Assessment_2020.pdf)

These activities are led by the various Heads of Departments and Directors, who are all responsible for understanding and executing Big Yellow's climate change strategy (please see the Government Section of this CDP submission).

To aid the process and insure consistency, the Directors of Operations and Construction, and the Heads of Planning, CSR, Facilities & Estates make up a working group, called the Quarterly CSR Committee, that discusses both operational and strategic climate change and environmental aspects on a quarterly basis. This collaborative approach ensures not just full alignment, but joint shaping of the climate change strategy and resulting policies and prompt execution as jointly owned.

For example the agreement to install Electric Vehicle charging pods as standard in part to address 'transition risks' as part of the TCFD work.

We are able to do this at Big Yellow as we are a UK based, flat-structured organisation with a non-complex , single-strand product / business offering.

Big Yellow 's Head of CSR furthermore produces a bi-monthly report to the Big Yellow Board, providing updates on progress of initiatives and advising the Board on any upcoming legislative changes, budget constraints or other issues, to ensure the Board is able to take timely measures to ensure overall alignment remains in place. The Company has appointed an additional Non-Executive Director Sustainability, to champion all Sustainability and climate-change related topics - they add an additional layer of oversight to ensure direct and indirect activities that influence policy are consistent with our overall climate change strategy .

In addition, the Head of CSR with the support of key individuals with Operations and Facilities management, will engage Big Yellow employees on energy, carbon, water and waste management to ensure everyone understand their role in helping Big Yellow to achieve its climate change strategy. The Head of CSR publishes for example a quarterly newsletter on wider CSR topics, engaging and motivating staff through celebrations, case studies and showcasing of excellent initiatives.

---

## C12.4

**(C12.4) Have you published information about your organization's response to climate change and GHG emissions performance for this reporting year in places other than in your CDP response? If so, please attach the publication(s).**

**Publication**

In mainstream reports, incorporating the TCFD recommendations

**Status**

Complete

**Attach the document**

Big\_Yellow\_CSR\_Basis\_of\_Reporting\_2019\_20.pdf  
BY\_AR20.pdf

**Page/Section reference**

Please find attached our Annual Report & Accounts 2019 - throughout the Annual Report Please note, the Basis of Reporting document (also attached) provides specifics on the SECR

**Content elements**

Governance  
Strategy  
Risks & opportunities  
Emissions figures  
Emission targets  
Other metrics  
Other, please specify (TCFD)

**Comment**

The Annual Report and Accounts includes a CSR section providing specific information. The Director's section of the report contains SECR disclosure.

---

**Publication**

In voluntary sustainability report

**Status**

Complete

**Attach the document**

CSR\_2020\_FULLL.pdf  
Big\_Yellow\_CSR\_Basis\_of\_Reporting\_2019\_20.pdf

**Page/Section reference**

The Full CSR Report 2019 and the Basis of Reporting 2019 document are attached - throughout

**Content elements**

Governance  
Strategy  
Risks & opportunities  
Emissions figures  
Emission targets  
Other metrics  
Other, please specify (We include a range of environmental metrics, such as waste or water data. We also provide an overview of the key metrics of 'The Big Yellow Foundation'. The foundation is a standalone entity (CIO) and produces its own ARA later in the year.)

**Comment**

---

## C15. Signoff

---

### C-FI

---

**(C-FI) Use this field to provide any additional information or context that you feel is relevant to your organization's response. Please note that this field is optional and is not scored.**

### C15.1

---

**(C15.1) Provide details for the person that has signed off (approved) your CDP climate change response.**

	Job title	Corresponding job category
Row 1	Operations and HRDirector	Chief Executive Officer (CEO)

## Submit your response

---

**In which language are you submitting your response?**

English

---

**Please confirm how your response should be handled by CDP**

	I am submitting to	Public or Non-Public Submission
I am submitting my response	Investors	Public

**Please confirm below**

I have read and accept the applicable Terms