Big Yellow Group PLC

Growing our business sustainably

corporate social responsibility report 2021/22

Get some space in your life.™

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Certain photographs in this report were taken prior to the pandemic.

Corporate Social Responsibility Report

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

Read this report to see how we continue to grow a successful and sustainable business.

Our People
Our people are at the heart of Big Yellow's business, bringing our values to life through the service that they provide and through the energy and passion that drives us to become an ever more responsible and sustainable business.
page 13

Our Communities
Our communities are made up of all the people who work and store in our stores and everyone who lives around us.
page 17

Our Customers
Our most material commitment to all of our customers is a safe, secure, welcoming, and friendly environment. Never has this been more important than at the present time.
page 21

Our Suppliers
Big Yellow's suppliers are important partners in helping us deliver our environmental and social commitments.
page 25

Our Environment
Big Yellow's strong environmental performance to date has provided us with the platform to launch our ambitious Net Renewable Energy Positive and Net Zero Emission strategy.
page 28

Our Health & Safety
Big Yellow recognises the importance of maintaining high standards of Health & Safety for our customers, staff, contractors and any visitors to our stores.
page 48

1. About Big Yellow

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

Our CSR Policy covers all of Big Yellow's operation, which now includes 24 Armadillo stores, as both an operator of self storage facilities and a developer of new self storage facilities. We recognise that our operations can have significant economic, environmental, and social impacts. We are therefore committed to assessing our CSR risks and opportunities, and taking appropriate steps to mitigate negative impacts and, where possible, enhance positive impacts for the benefit of our business, our stakeholders, and our local environment.

The governance of our sustainability activities is delivered by the Sustainability Committee, chaired by Heather Savory. For an update on the activities of the Committee please see the Sustainability Committee section in the Annual Report and Accounts.

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

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

The acquisition of the remaining 80% of Armadillo in July 2021 represented a material change in our environmental data which triggered a re-baselining activity. We have included as much of current and historical data for Armadillo as possible.

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

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

You can read more about our business model in our Annual Financial Report 2021/22.

Hove, March 2022
MLA - 58,000 sq ft

Our new Hove store achieved Breeam Excellent accreditation and features a green roof, roof mounted solar photovoltaic arrays and electric vehicle chargers.

2. CSR Executive Summary

We have all been shocked and saddened to see the tragic events unfolding in Ukraine. Once again, I was impressed by how local communities and individuals sprung to action to support refugees arriving in Poland, Romania, Slovakia, Hungary, and Moldova: we are pleased to say that we have been able to play a small part by helping many of these through either the donation of boxes or the donation of storage space to hold supplies temporarily before they were being driven to the relevant borders. In total, Big Yellow has provided free or discounted space and boxes of just over £308,000 to all charitable organisations, including support to the Ukraine relief effort.

Additionally, one of the Big Yellow Foundation's permanent charity partners is Breaking Barriers, who support refugees here in the UK.

Our thoughts are with everyone caught up in this war.

Our relationships with Breaking Barriers and the Down Syndrome Association this year have furthermore strengthened with the implementation of work placements. This is an important aspect of our community activities, and I am pleased at the positive impact these placements have had not just on the individuals being placed, but also on our store teams.

In terms of our broader sustainability agenda, this has been the first year of our Net Renewable Energy Positive ("NREP") and Net Zero Strategy. We had initially planned to retrofit 12 stores this year with solar PV installations but halted the work when we became aware of potential human rights issues in our supply chain. We have since identified and engaged with an alternative supplier of solar panels and expect to install these between May and September 2022. We have used the holding time well by continuing to execute the works necessary to prepare our stores for the solar panel installations and we expect to be making good progress from now on. We have a target of completing the retrofit of 36 stores within the next three years.

Our board level Sustainability Committee, chaired by Heather Savory has met twice during the year and has been effective at guiding our discussions and making responsible and ambitious decisions. The entire Board and I take our responsibility for CSR to the heart of our business, and we are very pleased to have Heather assisting us with our ongoing Sustainability Agenda.

This year, the Sustainability Committee has approved stretching science-based targets, but I am aware that getting to Net Zero is a challenge all businesses need to face up to, to plan for, and to invest in. It will not be easy. We have the great advantage of owning the large majority of our buildings; most of which have been assessed as suitable to proceed with the retrofitting of solar energy generating installations. We are, furthermore, an entrepreneurial company and we intent to remain flexible and open to further innovation. This is particularly pertinent as sustainable technologies continue to develop. During the year we have made progress on our battery pilot project at Guildford Central and we look forward to evaluating how batteries can play their part in delivering our future commitments.

Jim Gibson
Chief Executive Officer

2. CSR Executive Summary (continued)

Welcome to the 2021-22 CSR Report. As Chair of Big Yellow's Sustainability Committee I am pleased that we are making good progress against our Net Renewable Energy Positive Strategy and Net Zero Emissions Strategy launched in June 2021 which set out Big Yellow's pathway to become Net Renewable Energy Positive (NREP) and to achieve Net Zero Emissions.

We are increasingly aware of the consequences of climate change and the pressing need to act, not only by setting energy and emissions reductions Targets, but also by delivering against them. Added to this in 2021-22 is the war in Ukraine. This war, devastating for all those personally affected, highlights fragility in global energy supply chains which furthers the need for us all to reduce our energy dependencies.

Sustainability has been at the heart of Big Yellow's approach for many years. Our sustainability strategy is linked to clear commercial objectives to create a more sustainable business for shareholders, customers, employees, suppliers, communities, and the environment. The actions to deliver against this strategy are embedded into our plans and operations. For example, 32 of the stores generating our own solar energy, at the point of writing, have already generated >310k kWh of energy this calendar year.

We do not take our CSR responsibilities lightly, or in isolation from one another. Notably, this year we paused the installation of new solar panels when we became aware that our then solar panel supplier did not meet the social requirements of our Sustainable Construction Policy. We have since identified an alternate supplier for the solar panels we need to complete our solar energy installations.

Highlights for me this year have been our first battery pilot to capture excess solar energy, part of an ambition to create a flexible grid; re baselining our emissions following the acquisition of the Armadillo Stores which we are bringing into the sustainability programme; and setting science-based targets across the business.

We are also delighted that we can link our environmental policies into the heart of our commercial activities by taking advantage of new green finance opportunities.

Points to note about this report:

- It is structured to provide high-level information on our four key reporting areas of Energy, Emissions, Water and Waste, and replicates that structure for the relevant EPRA data and metrics.
- Following the acquisition of 25 Armadillo stores in July 2021, we have taken the decision to include Armadillo data for the full financial year and have restated our baseline to 2019/20. This will facilitate robust year on year comparisons as we continue to deliver against the strategy.
- Unfortunately, in February 2022 our Cheadle store suffered fire damage and is now closed. We have included the store's consumption data up to that point in this report.

I am confident that Big Yellow will continue to make solid progress in this area and hope you enjoy reading about this year's achievements, you can find more on our website at https://corporate.bigyellow.co.uk/sustainability

Heather Savory
NED and Chair of Sustainability Committee

2. CSR Executive Summary (continued)

2.1 Highlights for this year

- We have set our first science-based targets.
- We have maintained our inclusion in the FTSE4Good indices; maintained our GRESB Green Star rating and achieved a B award from CDP.
- We obtained our second EPRA sBPR Gold Award.
- We have donated £316,120 in Community Investment. This consists of free/ discounted space and Box Shop products donated and the moneys raised by our employees that go to the Big Yellow Foundation.
- We have refreshed our Scope 3 footprint to include Armadillo.
- Delivered three successful work placements in conjunction with our charity partners.

2.2 Climate Change and our Business – our Strategy

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

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

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

We have set science-based targets for our Scope 1, Scope 2, and Scope 3 emissions. These will be submitted to the Science-Based Target Initiative (SBTi) during Summer 2022.

Net Renewable Energy Positive by
2030

Net Zero Scope 1 & 2 Emissions by
2030

Net Zero Scope 3 Emissions by
2032

Please see more about science based targets here

2. CSR Executive Summary (continued)

2.3 Sustainable Development Goals (SDG)

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

Please find out more here United Nations 2030 Agenda for Sustainable Development

Please find out more here 17 Sustainable Development Goals

Our Sustainability Strategy contributes materially to the following SDGs:

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

2. CSR Executive Summary (continued)

2.4 Sustainability Performance Overview

The table below is of all our commitments, the progress we have made against them during the financial year ended 31 March 2022 and our (amended) plans going forwards. They are aligned to our three corporate strategic themes.

Provide the place and space to make lives easier

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

SDG where applicable	Target / Commitment	By year ending 31 March	Progress during the year		Update to plans
10	To raise £150,000 Foundation donations from our customers, Employee fundraising contributions and Big Yellow matched amounts	Annual	Raised £172,000[1]	●	Maintain target
	Grants allocated to Big Yellow Foundation Charity partners: 75% of income allocated to charity partners	Annual	Allocated 115% (£198,000)	●	
3	100% of stores with volunteering opportunities	Annual	100%	●	
	10% of volunteering days taken up by our teams	2023	6%	●	We were able to create some online opportunities – target remains in place
10	Four individuals on work placement contract provided and supported by a BYF charity partner	Annual	We have placed three individuals on 12 week placements; two of these placements were extended by a further 12 weeks	●	
	Number of individuals offered a permanent position from the above cohort – 100% of yearly cohort	2022	0	●	Target to be reviewed
	Maintain Customer Engagement as measured by engagement with the Big Yellow Foundation: Monitor move-in and move-out donations – aim for maintaining 2017/18 performance	Annual	Achieved Monitored and included in Director Store Visit Discussion	●	Target will remain in place
	Business Customers & National Customers: Assess needs and define engagement approach	2021	Not achieved	●	Target to be reviewed. Current strategy of reacting to request may be appropriate

Plan and act for a Sustainable Future

13	'Net zero' Store Scope 1 and 2 Carbon Emissions by 2030	2030	Location market-based: 100% net zero	○	Below the specific programmes for this and next year
	Retro-fit 36 stores with solar installations	2025	Preparatory work on 12 stores complete	●	Delivery of solar installations on prepared stores and ready the next 12 stores
	Set science-based targets	2022	Science-based targets set	●	Submit to the SBTi during 2022
	Deliver a battery pilot	2023	Battery installed	●	Develop & deliver battery management process
	Replace gas boilers	2025	Four removed during the year	●	A further six planned for the year ending 31 March 2023

1 Big Yellow Foundation year ended 31 March 2022 is due by January 2023. The numbers provided here are unaudited.

2. CSR Executive Summary (continued)

Plan and act for a Sustainable Future (continued)

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

SDG where applicable	Target / Commitment	By year ending 31 March	Progress during the year		Update to plans
7	Sustainable construction commitments: minimum solar installation	Annual	Hove, Hayes and Uxbridge have a combined installation capacity of c. 150kWp	●	**New commitment:** from Kingston North onwards, all new stores will have 85kWp solar capacity installed
11	Sustainable construction commitments: BREEAM Standard of Very good	Annual	Exceeded: Hove, Hayes and Uxbridge are all Excellent	●	**New commitment:** stores from Slough Bath Road onwards will be built to BREEAM Very Good standard and certified
7	Sustainable construction commitments: EV charging pods at all newly built stores (where space allows)	Annual	Met. Hove, Hayes and Uxbridge have Electric Vehicle pods installed	●	Planned at sites to be opened during financial year ending 31 March 2023
	Generate renewable energy to meet at least 100% of our energy needs	2030	Preparatory work on 12 stores complete	●	Delivery of solar installations on prepared stores and ready the next 12 stores
13	Achieve 0 tCO_2e per m^2 occupied Intensity metric	2030		●	n/a
	Energy Intensity target: 60% decrease from our 2011 baseline	2030	Armadillo acquisition means that this target needs to be reviewed	○	Target to be reset for the new, combined store portfolio. Baseline year is the year ended 31 March 2020
7	Increase total Solar PV generation capacity by at least 10%	Annual	Achieved – 3 new stores with 150kWp represents a 15% increase	●	Target has been superseded by the NREP strategy and will not be carried forward
11	100% CLA (Current Lettable Area) covered by Green aspects (%)[2]	Annual	Achieved 83% This is due to the newly acquired Armadillo portfolio – like-for-like remains at 100%	●	Review EPCs for Armadillo
	Review in-store water consumption against self storage benchmark	Annual	We remain above BBP benchmark	●	
	Contractors signing up to CCS scheme with a target score of 35 points for both fit-out and shell	Annual	38 for Hove 40 for Hayes 36 for Uxbridge	●	
12	Educate and engage store teams to improve recycling performance – send zero waste to landfill	2025	12% to landfill	●	

2 We included EPC A to C rated stores only.

2. CSR Executive Summary (continued)

Treat everyone fairly and respectfully, as a partner

Achieved | On track | Behind target | Not achieved | New or modified target

SDG where applicable	Target / Commitment	By year ending 31 March	Progress during the year		Update to plans
	Report on 'prompt payment' statistics	Annual	Complete		Maintain reporting
	% of invoices received & paid within 30 days	Annual	88% – improved from 58% last year		Maintain reporting and performance
	Actual paid statistics	Annual	Set out in the 'Our Suppliers' section		Maintain reporting
n/a	We will continue to reference and meet our most relevant standard: EPRA	Annual	EPRA sBPR 'Gold' Award		Continue as is
	We continue to submit to all relevant Benchmarks, namely GRESB, CDP, and FTSE ESG	Annual	Most recent scores: GRESB: 84% CDP: B FTSE4Good: Included in index (3.1)		Continue as is
	It is our aim to keep everyone safe when visiting or working at our stores.	Annual	No fatalities – accident statistics are published in the H&S section of this report.		Continue as is. Any accident or incident is investigated and -where within our control-efforts are made to learn from the incident so that there are no repeats.
n/a	Supply Chain Risks: We intend to conduct further supplier assessments	2022	We have engaged SGS to design a framework and approach, which we hope to deliver during 2022		This is a new initiative which was set up at the end of 2021[3]

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

Target setting

Taking note of the UK Government's "Net Zero by 2050" commitment we too are committed to Net Zero Emissions for our Scope 1 & 2 Operational Footprint.

We have set science-based targets and plan to submit these to the SBTi later in the year.

However, we have challenged ourselves to go beyond that, both in terms of timeframe – we are aiming for 2030; and ambition- we are aiming to achieve a renewable energy positive position.

With the acquisition of Armadillo during the year, our own targets will need to undergo a review. Our published science-based targets cover our current portfolio, namely Armadillo and Big Yellow.

External Benchmarking

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

For more details, please see the CSR Benchmarking section of our corporate website.

3 A more formal supply chain risk project was set up partially in response to the experience we made with the solar panel human rights issues and the wish by the Company to have a proactive approach.

2. CSR Executive Summary (continued)

2.5 Our Stakeholders

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

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

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

Our CSR Policy Standard is also separately available and provides further information on how we manage the impact of our business on society and the local environment, to control our risks and manage our opportunities in a sustainable manner.

2.6 Governance

The Sustainability Committee met twice during the year. Please see our Annual Report and Accounts for an overview of its activities.

The full governance document has been published here.

2.7 Fines, Notifications, Penalties or Settlements

There were no fines, notifications, penalties, or settlements during financial year ended 31 March 2022.

2.8 Assurance of data

We have commissioned SGS United Kingdom Ltd to carry out independent assurance of our Greenhouse Gas emissions disclosures and other select voluntary disclosures, at a limited level of assurance according to the International Organization for Standardization's (2006) ISO 14064-3 for select indicators for the financial year ended 31 March 2022. Their assurance statement is below.

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.

Please note, historical data and normalising data that has been restated has not been assured.

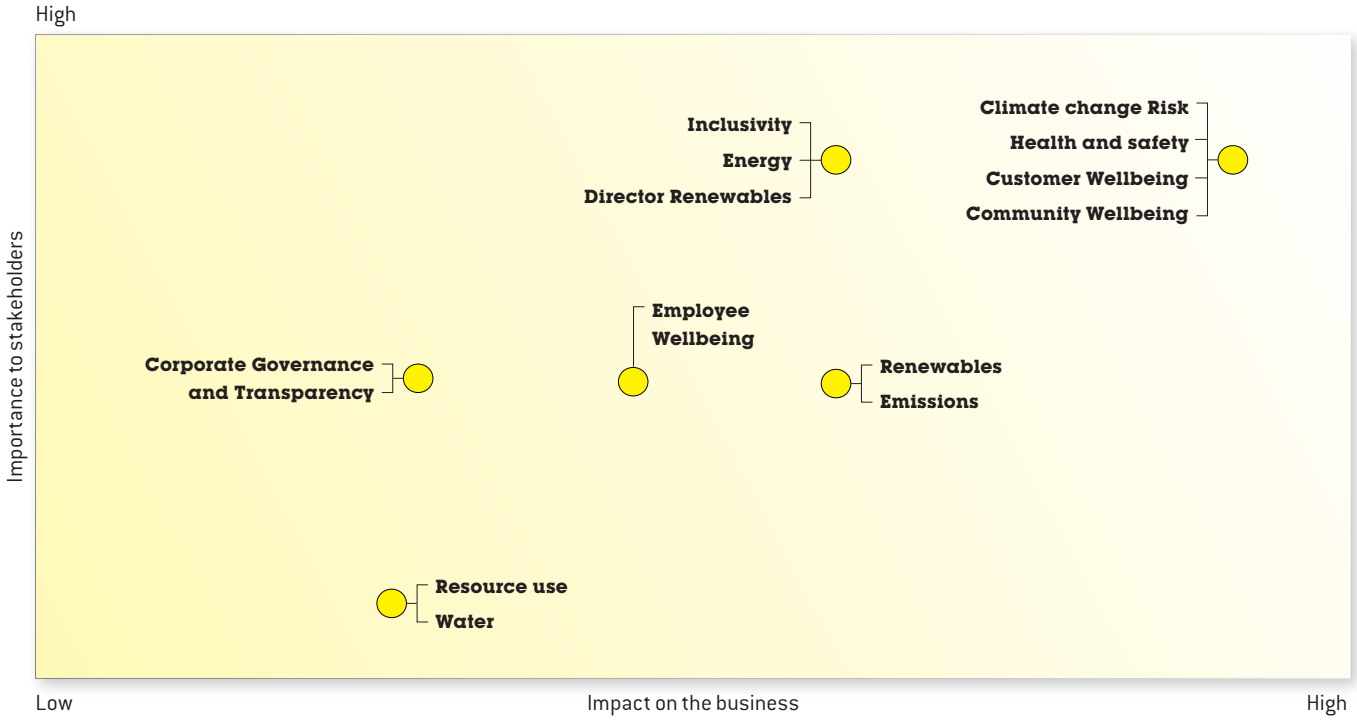
2. CSR Executive Summary (continued)

2.9 Materiality and Materiality Assessments

With the acquisition of Armadillo 1st July 2021 our business has materially changed. The material changes for our Environmental and Social reporting have been documented in our Basis of Reporting Document 2022.

There were no further changes made to the materiality matrix.

Materiality Matrix



Environmental Materiality

We continue to use our energy and carbon software for reporting. During the year, we have had to supplement some automatic data with invoiced data provided by our energy suppliers, and are pleased to report that our data completeness is at 100%.

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

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

Reporting Approach

We have provided a specific section on energy, emissions, water, and waste, reporting against all environmental European Public Real Estate Association ("EPRA") indicators (and GRI where relevant). Having achieved 'Gold' status in terms of transparency and quality of our reporting during 2019/20 and 2020/21 we continue to present our data in this format.

Where we feel further KPIs may be insightful, we have provided these in each subsection too, including a brief narrative to explain variances where applicable.

Any changes we make to our reporting are tabled in our Basis of Reporting document.

3. Our people

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

3.1 Introduction

We continue to encourage a culture of partnership within the business and believe in staff participating in corporate performance through benefits such as customer feedback rewards, bonus schemes and share incentives. We recognise and reward the exceptional performance, achievements, and ideas of our people through a Recognition Points Scheme and allocated points with a value of just under £65,700 for the financial year ended 31 March 2022.

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

As Covid-19 continued to have an impact during 2021, we remained supportive of our employees throughout the year, with regular operational updates and advice, assistance from our Wellbeing Experts, paid flu jabs for all team members and working from home where appropriate, in our Head Office.

In September 2021, we carried out our 4th externally run employee engagement survey. We were very pleased to have achieved an engagement score across the Company of 86%, which despite the challenges our teams faced during this period, reflects very favourably when compared to our score of 87% in 2019. Our highest scoring areas were inclusion and diversity 90% (94% 2019), our values 90% (88% 2019) leadership 89%, management style 89% and organisational integrity 88%, all of which scored the same result as in 2019.

Our eNPS for recommending Big Yellow / Armadillo as a place to work was +30 (+37 in 2019). When considering this result, it should be noted that there is a much higher expectation of employees on organisations generally, when compared to the expectations of their customers. In addition, we are in fact +24 above the industry norm reported by our external provider, with many companies struggling to achieve a positive eNPS score.

The results of the survey will provide us with the opportunity to review areas such as Communication, Wellbeing and Employee Voice, albeit that these areas still scored well with results in the mid to late 70's. Our actions resulting from the survey have been incorporated into Implementation Plans which have been communicated across the business, with progress reviews and updates being issued on an on-going basis.

Some of the changes which have already taken place include a reduction in store trading hours, the enhancement of stores lone trading bonus, a review of our Working From Home Policy at Head Office and a review of best practice relating to working hours in stores. We have also reduced the number of communications being sent to stores from our Head Office and our annual salary review took rates of pay in our stores to that of the London and Outer London Living Wage from 1st April 2022.

3.2 Sustainable Development Goals

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

3. Our people (continued)

3.3 People Highlights

- Published our first Ethnicity Pay Gap Report, with a Mean Ethnicity Pay Gap for all employees as at April 2021 of 1%, a decrease from 6% April in 2020.
- The number of management positions occupied by minority ethnic employees increased from 15% in April 2020 to 17% in April 2021.
- Achieved an engagement score of 86% in our Employee Engagement Survey (2019: 87%).
- Enrolled 95 people on to a virtual British Sign Language training course.
- Offered advice and support to a total of 122 people across the year, via our Wellbeing Experts.
- Created six 6 new virtual Masterclass Workshops, with experienced trainers who led on-line coaching and provided employees with the opportunity to share best practice.

3.4 Learning and Development

Virtual and on-line content

Over the last 12 months, we have continued to ensure that personal development remained a focus through the creation of further on-line content and converting existing material to virtual training. Our achievements during this period have included:

- The creation of a new on-line initiative, encouraging peer to peer learning through creating panels of experts within our business who virtually shared their knowledge and expertise in various subject matters
- Converting six local workshops so that they could be run virtually by trainers across the business
- Creating six new virtual Masterclass Workshops, with experienced trainers who led on-line coaching and provided employees with the opportunity to share best practice
- Launching over 300 new personal development videos within our internal Learning Management System. This gave team members instant access to an extensive library of titles, including leadership, wellbeing, personal skills, sales, customer service and management skills
- Utilising the Company Intranet to create a 'Hub' of all employee and Company best practice. This provided team members with instant access to best practice ideas on ways to coach their teams, improve results and gain new skills

32%
of our Store Managers are female

33
We have internally promoted 33 Store team members into a more senior role compared to 18 people for the year 2021

50%
More women have been encouraged to take part in our development programmes. In the year to 31 March 2022, 41% of Sales Advisor participants completing the Inspire Development Programme and 50% of Assistant Store Managers completing the Evolve programme were female

38%
of our Store Managers / Assistant Store Managers are female; an increase from 36% in March 2021

17,868
For the year ended 31 March 2022, a total of 17,868 hours training was provided across the Company which equates to 35.9 hours per person, an increase of 5 hours per person compared to the year ended 31 March 2021

99.6%
Within the year ended 31 March 2022, we achieved a 99.6% appraisal completion rate across the stores and a 94% completion rate across the Company as a whole

47%
Over 47% of eligible employees are participating in our Sharesave Scheme as at 31 March 2022

80%
Just under 80% of eligible employees are participating in our Company Stakeholder Pension Scheme as at 30th March 2022, with employee and Company contributions paid equally at 4%

9,527
In addition to compliance, operational and occupational training, 9,527 of on-line personal development lessons were completed across the Company via our Learning Management System. This equates to over 19 personal development lessons per person

3. Our people (continued)

Development programmes

Throughout the year we ran six development programmes encouraging on-going development across the business at all levels. These ranged from development programmes for Sales Advisors, right through to our more senior managers in the business both in stores and within our Head Office. Learning was completed through workshops, eLearning and a mentoring scheme.

Regular performance reviews

We continued with our store performance reviews, using our on-line platform to complete reviews virtually throughout the year. This ensured that Line Managers were able to prioritise objectives and identify specific support needed for their team members. We achieved a performance review completion rate of 99.6% across all stores within the reported period.

Apprenticeship Programme

We have continued to partner with Lifetime Training to deliver Apprenticeships throughout the business. We now offer six Apprenticeships in subjects such as Customer Service, Business Administration and Management which are available to all team members and range from Level 2 through to Level 5. We currently have 19 team members completing an Apprenticeship which is the highest number since the programme began in 2020.

Dyslexia

Over the last year we have continued to focus on supporting all team members with Dyslexia and other neurodiverse learning disabilities, with the following initiatives:

- All internal course material has been updated to reflect the Company's Communication Standards
- New learning initiatives have been created with accessibility of all employees in mind
- Dyslexia support materials have been provided to employees across the business
- All line Managers with a new team member with Dyslexia or another neurodiverse learning disability have been given coaching on the best ways to support that person.

3.5 Inclusivity and Diversity

The Company reported its first data on ethnic diversity for the year ended 31 March 2021, the highlights of which are as follows:

- The Mean Ethnicity Pay Gap for all employees as at April 2021 was 1%, a decrease from 6% April in 2020
- The number of management positions occupied by minority ethnic employees increased from 15% in April 2020 to 17% in April 2021
- A decrease of 10 percentage points in ethnic minority representation in the Lower Quartile and a 1 percentage point decrease in the Lower Middle Quartile, compared to 2020
- A slightly higher representation of ethnic team members in the Upper Middle Quartile, with a 4 percentage point increase in this quartile compared to 2020

The key achievements resulting from our focus via the Committee over the last 12 months include:

- Updating our Equal Opportunities Policy with a new Inclusivity, Diversity and Equality Policy which reflects our current Inclusivity and Diversity practices, the work of the Inclusivity and Diversity Committee and manager and team member responsibilities
- Introducing a Menopause Policy to increase awareness of the menopause across the business, including clarification of individual responsibilities and the support that is offered by the Company
- Improving communication of the work of the Inclusivity and Diversity Committee and inclusivity and diversity matters generally, through updates in our CSR newsletter and our blog and Intranet
- Holding regular meetings between line managers and the People, Talent, and Development Team to review Inclusion and Diversity and identify on going opportunities for improvement across the different areas of the business
- Working alongside the diversity team at one of our recruitment consultancies to see how they may be able to assist us in developing our brand to better recognise us as an employer of different diverse groups, as well as advising on how we can further the work of our Inclusivity and Diversity Committee
- Updating the questions that we asked within our regular Employee Engagement Survey to ensure we obtained internal feedback on inclusivity and diversity within the Company. We subsequently achieved the equal first highest score for Inclusivity and Diversity within the survey, at 90% positive
- Updating our People database and Applicant Tracking System to enable better data capture and reporting, which we are reviewing with key stakeholders on a regular basis
- Improving the service that we offer to any deaf / hard of hearing team members / customers through signing up 95 team members on to a British Sign Language course
- Reviewing the recruitment pages on our website to better represent the Company as an inclusive and diverse employer
- Appointing two dedicated recruitment consultancies who specifically represent female applicants and diverse minority groups and successfully recruiting two females into senior management / management positions, replacing male leavers
- Reviewing our job advertisements, benefits and working practices so that they have a greater appeal to female applicants, based upon feedback from new team members
- Focussing on attracting more female candidates through developing the careers pages on our Company website, including adding additional career reviews to help promote inclusion and diversity
- Reviewing and amending all of our external job advertisements to remove any gender bias

3. Our people (continued)

We have continued with the work of our Inclusivity and Diversity Committee across the year, reviewing the constitution of the committee so that it better represents more diverse groups to include age, sexual orientation, disability, and religion, in addition to gender and ethnicity. We are keen to encourage individuals within these groups to support our future development in these areas, setting up sub-groups and adding to these in the future.

3.6 Charitable Activities

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

We retain a small budget to sponsor individual charities particularly relevant to an employee. Employees can ask for one off support and – budget permitting – support is provided. During the year we donated money to a range of charities with a diverse range of beneficiaries including the National Bereavement Partnership, the British Heart Foundation, Mencap and the RSPCA.

3.7 KPIs

Please note that with the acquisition of Armadillo in July 2021 all our full year data for the financial year ended 31 March 2022 includes both Armadillo and Big Yellow stores and employees.

We have not restated prior years' data for the 'Our People' section of our CSR Report. This may be different to other sections within our report, and we will indicate in each section whether we have restated or not.

EPRA Social Indicators

Diversity - Emp[4]

Measurement Unit		Year Ended 31st March	2020	2021	**2022**
% of Female Employees	Diversity Employees	Board of Directors Members[5]	30%	33%	**30%***
		Executive Management[6]	63%	62.5%	**62.5%***
		Managers[7]	30%	33%	**32%***
		All Employees	45%	45%	**45%***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Diversity - Pay[8]

Measurement Unit		Year Ended 31st March	2020	2021	**2022**
Ratio (Women / Men)	Gender Pay Ratio	Board of Directors Members	N/A	N/A	**N/A**
		Executive Management	N/A	N/A	**N/A**
		Managers	N/A	N/A	**N/A**
		All Employees	13%	10%	**9%**

Employees - Training

Measurement Unit		Year Ended 31st March	2020	2021	**2022**
Average Hours	Employee Training and Development	Per Woman – Hours	34.2	32.6	**36.0***
		Per Man – Hours	36.0	29.4	**35.8***
		All Employees – Hours	14,168	12,704	**17,868***
	Total Employee Number	Total	403	411	**498***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Employees - Development

Measurement Unit	Year Ended 31st March	2020	2021	**2022**
Percentage of Appraisals Completed	Males	87%	95%	**94%**
	Females	86%	94%	**94%**
	All Employees	87%	95%	**94%**

Employees - Turnover

Measurement Unit		Year Ended 31st March	2019	2020	**2021**
Total Number and Rate	New Hires	Total Number New Employees	135	93	**167***
		Proportion New Employees	34%	23%	**33.5%***
	Departures and Turnover	Total Number of Departed Employees	128	84	**167***
		Proportion of Departed Employees	32%	20%	**33.5%***
		Total Employee Number	403	411	**498***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

3.8 GRI social indicators

People data has been updated and published in Appendix 1.

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

4. Our communities

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

4.1 Introduction

Despite continued partial restrictions due to Covid during the year, aspects of our daily lives have returned to pre-lockdown levels. Our customers are visiting our stores and meetings and interactions are often back to an in-person setting. We believe we have been conducting our business with integrity and compassion and hope we have been able to make lives easier, especially for those individuals and organisations that have been tirelessly working to feed communities and help keep health workers and carers safe.

In March 2022 we were shocked and saddened to see events in Ukraine unfold. Once again, we were impressed by how local communities and individuals sprung to action to support refugees arriving in Poland, Romania, Slovakia, Hungary, and Moldova: we are pleased to say that we have been able to play a small part by helping many of these through either the donation of boxes or the donation of storage space to hold supplies temporarily before they were being driven to the relevant borders.

Additionally, one of the Big Yellow Foundation's permanent charity partners is Breaking Barriers, who support refugees here in the UK.

4.2 Sustainable Development Goals

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

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

4.3 Highlights

- Big Yellow's community investment for the year, delivered via discounted space, was £306,389.
- We partnered with Open Orchard at West Norwood to plant and maintain native shrubs.
- Our employees raised £4,127, £3,370 of which qualified for matching by Big Yellow.
- Delivered three successful and all-round enriching work placements with Breaking Barriers and the Down Syndrome Association.
- Delivered another successful year for our Big Yellow Foundation.

4. Our communities (continued)

4.4 KPIs

Please note that with the acquisition of Armadillo in July 2021 all our full year data for the financial year ended 31 March 2022 includes both Armadillo and Big Yellow stores.

We have not restated prior years' data for the 'Our Community' section of our CSR Report. This may be different to other sections within our report, and we will indicate in each section whether we have restated or not.

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

Year ended 31st March		2019	2020	2021	**2022**	% change
Percentage of assets	Community engagement, impact assessments and development programs	100%	100%	100%	**100%**	0%

Please note: This is measured by our monthly move in- move out donation average conversion rates. As of end of March 2022, the lowest 'conversion rate' for store was over 13%, the highest 85%.

4.5 Community Investment & Engagement

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

A. Community Investment

Free Space donated for community or charity use (£)	£283,627*
Discounted Space of up to 90%	£22,762*
Payments to Social Enterprise organisations (£)	£0.00
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)	£7,497*
One-off donations	£2,234*
Total Community Investment	**£316,120***

Notes to the table:
- * Indicates data reviewed by SGS. See page 54 for their independent assurance report.
- Definition of free space: space that cost the charitable organization 1% or less of the space's market value.
- Discounts of up to 90%: discounts higher than 90% and lower than 99%
- One off donations this year reflects the cost of the boxes donated to organisations sending donations to Ukraine.
- There were no direct payments to social enterprise organisations during the year.

Ukraine Refugee crisis support

In March 2022 we supported individuals and organisations with boxes or space to help them to manage the incredibly generous donations collected by local communities.

We have been able to support a wide range of groups: individuals who drove to a boarder, Ukrainian religious, community and secular organisations who co-ordinated efforts. We have been once again impressed and in awe of how our communities respond to a crisis and we have been delighted to support many of them with boxes and space.

4. Our communities (continued)

B. Community Engagement

Engaging our Customers in supporting worthy causes

We monitor the level of engagement by our store teams with customers who either move in or move out of our stores and who are invited to donate to the Foundation. We look at how often customers are happy to donate money. This is an internal KPI and target. Please read more about customer engagement in the Our Customers section of this document.

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

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

Please read more about how we meet Stakeholder expectations here.

Community group planting and maintenance initiative at West Norwood

During the year, our colleagues at West Norwood built a relationship with Open Orchards, a community group that works with business to improve local biodiversity. As part of the initiative, Big Yellow made the following agreement with Open Orchard:

1. Open Orchards would select and plant additional plants to increase the number of varieties, improving visual interest and including some flowering ornamental shrubs for pollinators at our West Norwood store.
2. Open Orchard would replace our previous commercial maintenance contractor, maintaining the green areas in an environmentally friendly way using local volunteers.

The Open Orchard Project sourced starter hedgerow plants from the Woodland Trust; these plants were selected by the Open Orchard Project after closely examining the soil on site before selecting those plants with the greatest benefit.

Have a look how the project progresses on openorchardproject Instagram.

Work placements at Big Yellow

Our work placement programme was launched in July 2021 to help individuals with disabilities or who are excluded from mainstream work for other reasons, the opportunity to get work experience. These individuals are often highly motivated and want to work, but face barriers that most of us do not.

These work experience placements allow an individual to work in a supported, structured setting that allows them to develop their work-base skills and hopefully leads to the kind of employment that meets their needs. Big Yellow are working with a selection of our Big Yellow Foundation charity partners to actively make work placements happen. We currently work with the Down's Syndrome Association, Street League, and Breaking Barriers to offer their clients work placements.

Here our work placements active during the reporting year:

- A young man with Down's at our distribution centre in Maidenhead. His successful 12-week placement was extended by 6 months.
- A young man with Down's at our Swindon store completed a 12 weeks placement.
- A female refugee completed a 12 weeks placement at our Battersea store.
- A 5 month work placement at our Cheltenham store in conjunction with Gloucester College.

4. Our communities (continued)

Employee Volunteering

Pre-pandemic, we had signed up to a 3rd party Volunteering platform which we expected would facilitate a range of volunteering opportunities for our colleagues.

During 2020 we made the difficult decision to pause the full roll-out of the volunteering programme in the hope that 2021 would be a better time to engage and enthuse our colleagues. We have since determined that the volunteering platform would not deliver the kind of opportunities of interest to our colleagues, instead we decided to re-engage with our charity partners directly.

Some of our charity partners had adapted the delivery of their volunteering programmes by moving online. This made the physical location of volunteers and recipients irrelevant and allowed a number of our colleagues to get involved.

During the year, seven colleagues volunteered for Street League, by working with Street Leagues' clients on CV writing and interviewing skills, delivering Street Leagues' programme. This inspired some of our colleagues to write our own Volunteering programme on Interviewing and CV writing techniques; we are hoping to interest our charity partners in making use of this during 2022.

Our Steering Committee and Board of Trustees have also continued to support the Foundation, adding up to an additional 10 full days for our Steering Committee collectively and 8 full days for the internal members of our Board of Trustees.

Targets

We have left our 2022 target for volunteering opportunities in place as we have now established what we hope to be a good working relationship with a selection of our charity partners.

We foresee that 10% of employees volunteering in any given year is a realistic target to maintain.

Year ended 31 March	2019	2020	2021	**2022**	Target to 2022
% of stores with Volunteering opportunities	53%	53%	0%	**100%**	100%
% of volunteering days executed	6.4%	0%	0%	**6%**[9]	10.0%

Donations

£198,000

donated to seven Foundation charity partners

Work and work experience

Year ended 31 March	**2022**	Target
Paid 12 week Work placements	**3**	10 placements per annum

Please note, both the placements at Maidenhead and Battersea were extended by 12 weeks; in effect delivering five work place spaces to three individuals.

4.6 Big Yellow Foundation

The Big Yellow Foundation is working with seven, permanent charity partners: Street League, Bounce Back, Breaking Barriers, the Back Up Trust, the Down's Syndrome Association, Hire a Hero, and St Giles Trust.

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

You can find out more about all our partners and the Big Yellow Foundation on our website.

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

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

Big Yellow and the Big Yellow Steering Committee has an annual fundraising target of £150,000. The income for the year ended 31 March 2022 was £172,000.

The Foundation paid out £198,000 to its seven charity partners in the year to 31 March 2022. Most of the grants made are unrestricted funds, helping our charity partners to pay for everyday necessities to keep the organisation going.

In addition to the Trustees' time and the Steering Committee's time, Big Yellow furthermore supports the Big Yellow Foundation with donations in kind, by providing financial and accountancy services plus the secretariat to the Big Yellow Foundation Board of Trustees.

4.7 Next Steps

Work placements

We intend to continue placing individuals into work placements at our stores.

Volunteering

We intend to continue supporting our charity partners delivering virtual training to their clients. We also hope that our partners may be interested in exploring our internally developed course with our employees delivering and supporting these workshops.

Employee Fundraising

We hope that with most Covid restrictions lifted, employees will be motivated to re-engage with fundraising opportunities, and we look forward to supporting their efforts by matching the money they have raised.

9 25 volunteering days over 418 staff.

5. Our customers

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

5.1 Introduction

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

At the beginning of the pandemic, we provided PPE appropriate for our team members to use and carried out risk assessments to confirm our stores remain Covid-19 compliant, with appropriate measures put in place. With the easing of measures, we have recently reverted to some of our pre-pandemic work practices.

We provide self-storage facilities at all our stores, and office space at 28 stores. The vast majority of our lettable area (98.6%) are self-storage units, with 1.4% of our current lettable area used as office space. In terms of numbers, out of our ca 80,000 customers, less than 0.5% rent offices.

Our reporting therefore focusses on our self-storage customers and any reference to 'customer' should be taken to mean 'self-storage customer'.

During the year, we experienced fires at two of our stores, Cheadle, and Fulham. Please see our Health and Safety section for more information.

Affected customers were contacted immediately. We worked closely with our customers and their insurance companies to investigate and settle their claims.

We are very thankful to the efforts of all the emergency services and are grateful and relieved that no customers or staff were hurt.

This is a difficult time for our customers and our teams. Our colleagues at Cheadle in particular have shown strength and professionalism during trying times and we are grateful to their continued dedication in supporting our customers.

5.2 Sustainable Development Goals (SDGs)

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

- Healthy lives and well-being for all ages

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

5. Our customers (continued)

5.3 Customer Highlights

Our NPS (Net Promoter Score) for combined move-in and move-out responses was 78.9 over the last 12 months.

During the year we have strengthened our Customer Engagement activities with:

- strong social media content 'Big Yellow and Green'
- engaging customer journey content;
- visibility of our commitment to using renewable energy through in-store displays, as well as a centralised solar generation display on our corporate site.

Delivered continued engagement with our Big Yellow Foundation: 34% of customers donated at move-in stage, 40% at move-out stage.

5.4 Active Customer Engagement

During the year we have built on our existing engagement activities, such as our investment in renewable energy and the Big Yellow Foundation, and created marketing-driven initiatives to strengthen customer engagement. We have launched our 'Big Yellow and green animation', so far, our changes have been well received and we look forward to developing these further.

You can find out more about all our 'Big Yellow and green animation' on our website https://www.bigyellow.co.uk/green/.

Feedback from our Prospects

We asked our prospects 'how environmentally responsible do you perceive Big Yellow to be.' 46% of prospects felt we were either "Very Responsible" or "Responsible" (4 out of 5 or 5 out of 5 rating); 44% felt we were "Reasonably Environmentally Responsible" (3 out of 5 rating).

Only 10% out of over 600 respondents felt we did not do enough.

We would like to improve on the 'middle of the road' rating and will re-examine our journey messaging.

Feedback from our customers at Move-in and Move-out stage

Once a potential customer stores with us, the positive responses are significantly higher:

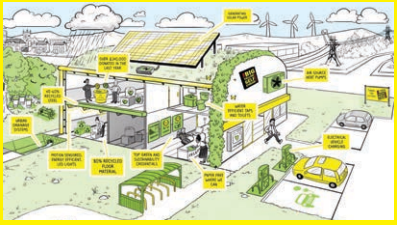
At move-in stage, 72% of customers felt we were "Very Responsible" or "Responsible", with only 2% of customers feeling we did not do enough.

At move-out stage 67% of customers felt we were "Very Responsible" or "Responsible", again with only 2% of customers feeling we did not do enough.

Feedback on our Big Yellow Foundation

We ask our customers on moving in or out whether they remember whether the team member mentioned the Big Yellow Foundation to them. We received an overwhelmingly positive response, with:

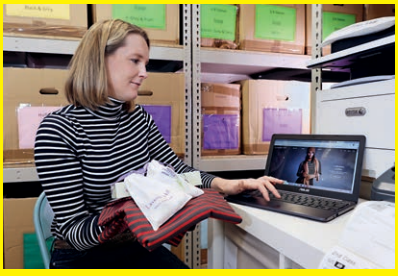
- 73% of customers out of the 2099 we asked at move in stage remembering that they were told about our Foundation.
- 69% of customers out of the 2436 we asked at move out stage recalling a conversation about the Foundation.



Find out how starting with Big Yellow is the sustainable choice.

Personal storage
Get a storage unit price for secure storage near you.

Student storage
Rent our small lockers or share a room with a friend.



Business storage and flexi offices
Storage units for smarter business storage nationwide.

5. Our customers (continued)

5.5 Social Media Content

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

5.6 Customer Journey Content

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

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

We had started working with two messages last year and have expanded this to three during the year. The feedback from prospects – when compared to existing customers – shows us that we should look to continue to enhance this messaging.

5.7 Customer Surveys

Throughout the year, our Operations Team monitor our customers' experiences via an external survey at different stages of the customer journey. These surveys invite our customers to provide specific feedback on the service they received; please see what we measure and report on in the KPI section and for specifics on how we gather feedback and how we use it, please go to the 'More Information' section below.

5.8 Solar Generation – making our commitments visible

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

We have linked the generation meters from our solar installations to our Corporate website (Sustainability section) where we display the energy generated from all our stores on an hourly basis and a 'total generated this calendar year' basis[10].

You can read more on our website.

10 Please note, we are adding live feed from retro fitted solar installations as close to when they come online as possible, but there may be a little lag.

5.9 Big Yellow Foundation

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

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

An average of 36.8% of customers join us in making donations; some donate a few pence; others make significant donations – together we make an incredible difference to the charities we support, and we invite you to read the Big Yellow Foundation's annual report to find out more. Our customers' engagement with our Foundation – and therefore the causes we support – has not lessened during the year and we would like to say a big Thank You to all our customers who have donated so generously.

You can read more about the Big Yellow Foundation's annual report on the website.

5.10 KPIs

We report on the following aspects:

- **Our Customer and Visitor Health & Safety** – please refer to the Health & Safety section of this report
- **Our Customer Service Performance** – the security of our stores and the financial stability of our organisation – please refer to the main Annual Report and Accounts for the year ended 31 March 2022
- **Our Commitment to the Environment, in particular running efficient stores** – please refer to the Environmental section of this report
- Our commitment to and investment in our **Local Communities** – please refer to the Communities section of this report

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

We obtained pleasing results from our surveys:

% Customers who responded 'Yes' to the following questions

Year ended 31 March	2019	2020	2021	**2022**
Did the team member mention the Big Yellow Charity Foundation to you during your move in?	61%	71%	73%	**73%**
Did the team member mention the Big Yellow Charity Foundation to you during your move out?	54%	68%	67%	**69%**

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

5. Our customers (continued)

5.11 Targets

We set internal targets on:

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

5.12 Next Steps

We would like to further engage prospects in our messaging as we believe our environmental and social programmes differentiate us from our competitors.

We believe that being socially and environmentally responsible is increasingly important to our customers and employees – and therefore to us as a business.

5.13 More Information

More information on how we gather and use customer feedback.

(A) Gathering customer feedback

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

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

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

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

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

c) Google Reviews – 25% of move in customers who move are sent a request for a Google Review.

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

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

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

(B) Responding to customer feedback

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

1. General Engagement

Survey return rates are a good way of seeing how engaged our customers are. The return rates we obtain are excellent, c. 12.5% for move ins and 9.7% for move outs. From the over 345,000 surveys that are sent to prospects who did not move in every month a 0.4% return rate is achieved. These figures are way above average survey return.

2. Resolving Any Issues

Feedback can be positive i.e., an affirmation that what we are delivering versus customer expectations. Negative feedback are responded to within 48 hours by the Area Manager, whose aim is to listen and hopefully resolve the complaint, to ensure the experience is not the customer's "Lasting Impression". Only 1% of surveys returned provided us with negative feedback. The Area Manager can then use the information received from the customer to coach / train team members where skills are missing.

3. Rewarding our team members

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

6. Our suppliers

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

6.1 Introduction

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

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

During the year, serious and credible concerns were raised about the potential of human rights breaches within our solar panel supply chain. After engaging with the supplier and the manufacturer to assess the likelihood of a swift remedy, we concluded that the response provided by the manufacturer did not allay our concerns.

We determined to select a different supplier whose supply chain transparency, coupled with the production location itself provided us with the necessary confidence to move ahead.

This decision had a material impact on our solar panel retrofit program; the new panels, although more expensive are more efficient and long lasting, which has helped defray some to the original cost impact over the medium to long term. Identifying and engaging a new supplier also delayed our retrofit programme by a few months.

We know this was the right decision to take and are grateful to research institutions and various organisations who work tirelessly to shine a light on human rights issues.

This issue with our solar panel manufacturer has emphasised the need for us to understand our supply chain even better. We have engaged SGS to work with us on a Supply Chain Risk framework and assess a number of our key suppliers.

We will report regularly on progress.

6.2 Sustainable Development Goals (SDGs)

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

- Healthy lives and well-being for all ages

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

6.3 Our three areas of Supplier interactions

Supply Chain Risk

- understanding risks
- managing supply chain issues

Supply Chain Emission engagement

- understanding our wider Scope 3 impact
- supporting our customers to reduce their impacts
- collaborate with our suppliers on lower impact products and services

Payment Terms

- paying our suppliers promptly and fairly

6. Our suppliers (continued)

A. Supply chain risks

Supply Chain Risk – Highlights

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

Our approach

Our approach differentiates between suppliers who provide services here in the UK and others who may provide products or materials from further afield. For suppliers and their employees working in the UK, especially the ones who provide us with Construction or Facilities services, we provide an anonymous whistleblowing helpline, and no issues were reported during the year.

Our construction partners have been displaying the poster with details of the whistleblowing helpline in our construction site offices; our Facilities contractors in our store communal areas.

The poster is kept unbranded on purpose to re-enforce the message that any calls are treated in confidence.

For a deeper supply chain review we have engaged SGS. The deliverables of that work are:

- To jointly with Big Yellow create a framework to assess our suppliers' risk priorities; and
- Conduct in-depth desk top assessments on a short list of suppliers through supplier questionnaires to flag any potential issues within our material supply chain.

We have identified approximately 25 key Construction, Facilities and Stock suppliers who will be part of this structured Supply Chain Risk review.

A first joint workshop took place in April 2022. We intend to provide further information as part of our UK Modern Slavery Act Statement later during 2022.

Supply Chain Risk - Targets / Next Steps

- Deliver the Supply Chain risk work with SGS during financial year ending 31 March 2023.

B. Supply chain emissions engagement

Supply Chain emissions engagement – Highlights

- We have been recognised as a Supplier Engagement Leader by the Carbon Disclosure project for the second year
- With the acquisition of Armadillo, we have refreshed our spend-based Scope 3 Footprint assessment – results are published in our case study section of our Corporate Website

Scope 3 Footprint

Understanding our Scope 3 Footprint is a necessary first step to understanding material aspects of our extended value chain and with it lead to better preparedness to meet future opportunities and challenges. We conducted and published our Big Yellow footprint last year and, as the acquisition of Armadillo in July 2021 represented a material change to our business, we repeated our footprint work to include the new, larger portfolio.

After the delay this has caused initially, we are pleased to say that we have since published our science-based targets.

Please see our Benchmark and Standards section for further information.

6. Our suppliers (continued)

CDP Supplier Engagement Rating (SER)

Background to the SER: Following CDP's 2021 global score release, companies responding to the full version of the CDP climate change questionnaire also receive a SER in addition to their climate change score.

The companies with the best SER are celebrated as Supplier Engagement Leaders – which this year is the top 8% (up by 1% point from 2020) of companies who disclosed to the full climate questionnaire.

The SER provides a rating for how effectively companies are engaging their suppliers on climate change.

CDP assesses performance on supplier engagement using a company's response to selected questions on governance, targets, Scope 3 emissions, and value chain engagement in the CDP climate change questionnaire. The SER Introduction and SER methodology 2021 is available on CDP's guidance page for more information. An organization's average upstream emissions are around 11.4 times greater than their direct operations – which shows how vital supplier engagement is to achieve ambitious climate goals, such as Science Based Targets.

We are very pleased to have been recognised as a Supplier Engagement Leader.

Supply Chain emissions engagement - Targets / Next Steps

Our science-based targets commit us to address our Scope 3 footprint, most notably our embedded emissions (Construction), our purchased goods and services, and our customers' emissions when visiting our stores.

- Embedded emissions: we acknowledge the likely gap between calculated emissions based on spend and actual emissions and are committed to working with our suppliers and industry bodies to obtain better quality data. We have a first opportunity to do just that at our Kentish Town development and look forward to analysing and sharing our first findings.
- Purchased goods and services: we will need to identify material products and services within the current spend based analysis and engage with our suppliers.
- Customer emissions: We have commenced installing Electric Vehicle charging pods at all our new built stores to ensure we take an active part in electrification of all of our infrastructure.

C. Supplier Payment Terms

Supplier Payment Terms – Highlights

- We are happy to report that we have been able to retain our Prompt Payment Code ("PPC") performance certificate due to our continued strong payment performance.
- We continue to deliver strong payment performance:
  - We paid 88% of invoices within 30 days and a further 11% between 30 and 60 days, a significant improvement from the prior year (58% within 30 days and 39% between 30 and 60 days).
  - Our average time to pay an invoice was 25 days (2021: 32 days).
- We measure our payment performance to our suppliers on a quarterly basis. Prompt payment is especially important to our smaller suppliers, who may not have the cash flow to do well with very long payment terms

Prompt Payment Code

We remain committed to signing up to the Prompt Payment Code and we are working actively on improving our payment performance.

We pay 99% of our invoices within the 60 days set out the code, with 88% of our invoices being paid within 30 days.

	April 2021 – September 2021		October 2021 – March 2022		Total	
<30	6,007	88%	7,289	88%	13,296	88%
30-60	759	11%	974	12%	1,733	11%
>60	53	1%	36	0%	89	1%
	6,819		**8,299**		**15,118**	

Average time to pay an invoice: 25 days

25.43

6.4 Targets/ Next Steps

We set external targets on:

- Continue work with our internal Heads of Departments to reduce invoice approval times, where possible.

6.5 More Information

We produce an annual UK Modern Slavery Statement, which is published here.

7. Our environment

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

7.1 Introductions

Points to note about this report:

- It is structured to provide high-level information on our four key reporting areas of Energy, Emissions, Water and Waste, and replicates that structure for the relevant EPRA data and metrics.
- Following the acquisition of 25 Armadillo stores in July 2021, we have taken the decision to include Armadillo data for the full financial year and have restated our baseline to 2019/20. This will facilitate robust year on year comparisons as we continue to deliver against the strategy.
- Unfortunately, in February 2022 our Cheadle store suffered fire damage and is now closed. We have included the store's consumption data up to that point in this report.

7.2 Sustainable Development Goals (SDGs)

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

7.3 Environmental Highlights

- We have set science-based targets during the year, please see the 'Benchmarks and Standards' section of this report for more information.
- We have opened three new stores with 50kWp solar installations each. We now have an estate with 32 Solar PV installations – this has increased our renewable electricity generation by 27% from the prior year.
- Our stores with Solar PV Installations of 50kWp or larger generated 25.8% of their electricity need
- Despite the opening of three new stores, our absolute electricity (grid bought electricity plus solar energy used) has remained static; our like-for-like store portfolio electricity use has decreased by 3.5%.
- As of October 2019, we purchase REGO-backed 100% renewable electricity from Opus Energy, which allows us to report our market-based electricity as 'zero carbon'. The contract covers both Big Yellow and Armadillo stores.
- After the acquisition of Armadillo, we refreshed our Scope 3 Footprint assessment to further our understanding of our wider impacts. You can access the year ended 31 March 2020 outcomes here.

7.4 NREP and Net Zero Emissions Strategy

The Company's NREP Strategy and Net Zero Emissions Strategy, which was launched during the year ended 31 March 2022 is regularly assessed to ensure it remains current. During the year,

- the acquisition of Armadillo prompted a recalculation of the Company's energy consumption and resulting emissions; and
- the commitment to setting science-based targets prompted an adjustment of our emission targets.

As part of the NREP Strategy and Net Zero Emissions Strategy, the Sustainability Committee approved budgets to deliver a number of key programmes.

The Company is tracking five initiatives to ensure the delivery of the strategy is on track; they are:

A. Progress on solar generation: deliver retrofitting of overall 36 Big Yellow stores that currently do not have solar. Progress has been slightly delayed due to supply chain issues – overall timelines expected to be met.

B. Progress on developing and setting science-based targets: science-based targets set and published this year. Formal submission to the Science Based Targets initiative (SBTi) expected in July 2022.

C. Progress on battery pilot project: battery and site selected and installation complete. Partners and systems selected to manage the battery. On track

D. Progress on decarbonisation – first step gas boiler replacement programme: four gas boilers replaced with electric boilers; a further six scheduled for the year ending 31 March 2023. On track.

E. Sustainability investment during construction phase: the Sustainability Committee has reviewed the upfront investment the Company makes to ensure newly constructed stores are aligned with the retrofitted stores. From our Kingston North development onwards, all new stores will be equipped with 85kWp solar installations.

These specific deliverables have been included in our Performance Overview section and will be reported on annually.

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

7. Our environment (continued)

A. Progress on solar generation

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

During the year, we opened three new stores with an additional 150.08 kWp installed solar capacity:

- Uxbridge, opened in June 2021 with 50.25KWp,
- Hayes, opened in January 2022 with 49.58 KWp, and
- Hove, opened in March 2022 with 50.25KWp.

During financial year ended March 2022 we intended to retrofit twelve existing stores with solar panels. Due to supply chain issues this work was paused to allow for the selection of a new solar panel manufacturer. Please see the 'Our Suppliers' section for further information.

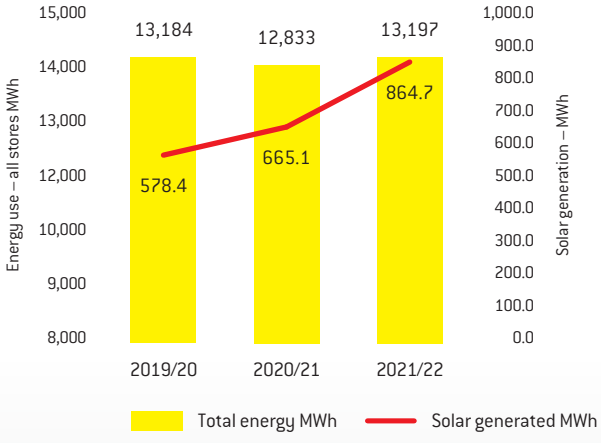
We were successful in securing alternative panels and we recommenced the retrofit work in March 2022.

Whilst waiting for a new supplier and subsequent delivery of the new solar panels, the decision was made to continue with the roof remedial works, to ensure no further delays were experienced once the panels arrive.

We are pleased to report that this work remains on track with 70% completion to date over the original twelve selected stores. The aim is to complete the solar retrofit work for the initial 12 stores by September 2022.

Our external partners' capacity permitting, we intend to follow on with work to the next twelve stores as soon as the initial twelve are complete.

Big Yellow store energy requirements and self-generation performance



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

B. Progress on science-based targets

During the year we have recalculated our footprint to include the newly acquired Armadillo stores. We have chosen a 2019/20 baseline because:

- Historical data from that year is relatively complete, and
- This falls within the guidance set by the SBTi

We have published our science-based targets here.

C. Progress on battery pilot

During the year we selected the site and battery type for our pilot project: 3 Tesla Powerwall-2 batteries to be installed at our Guildford Central site.

Guildford Central was chosen as it has an existing solar installation, is relatively close to our head office in Bagshot for easy access and is of a representative size with an average energy pattern.

We opted for a Tesla battery due to their lower costs, programmability, and ease of installation; given that they are suitable for domestic installations, we felt this would provide us with a manageable pilot. The battery installation commenced on 28th March 2022.

The parent company of our energy provider are our partner for the battery programming and energy arbitrage strategy which will help us determine how to make best use of our batteries.

7. Our environment (continued)

D. Progress on gas removals

We have made excellent progress in removing gas boilers from a number of our Armadillo stores. We have six stores where moving away from gas is complex and will require further investigation and potentially significant work to the stores. These will be addressed in due course.

Five[11] Armadillo stores are scheduled for gas removal works during the next financial year. Eight stores to date have been converted from gas to electric.

Store	Status
Canterbury	Currently gas
Daventry	Switched to electric March 2022
Derby	Scheduled for switching to electric FY ending 31 March 23
Dundee	Currently gas
Exeter	Switched to electric January 2021
Gateshead	Scheduled for switching to electric FY ending 31 March 23
Grimsby	Switched to electric September 2020
Hull	Scheduled for switching to electric FY ending 31 March 23
Liverpool Bootle	Switched to electric December 2021
Liverpool South	Currently gas
Macclesfield	Currently gas
Newcastle	Switched to electric May 2022
Peterborough	Currently gas
Sheffield Parkway	Switched to electric March 2021
Sheffield West Bar	Switched to electric March 2021
Stoke	Switched to electric March 2022
Stockton Central	Scheduled for switching to electric FY ending 31 March 23
Torquay	Scheduled for switching to electric FY ending 31 March 23
West Molesey	Currently gas

Replacement work not scheduled yet; options to be assessed
Replacement work completed by the time of the report
Replacement work scheduled
Replacement work completed prior year(s)

There are eight Big Yellow stores which still have gas installations. Moving away from gas at these stores and the six Armadillo store in orange is complex and will require further investigation and potentially significant work to the stores. We will consider these as part of our ongoing store improvement work and will report in due course.

11 At time of writing, the first of the six planned for financial year ending 31 March 2023 had already been converted.

7. Our environment (continued)

E. Sustainability investment at construction phase

Big Yellow has this year decided to set an external minimum commitment of BREEAM Very Good, certified, for all new builds[12], even where local planning does not demand a specific standard. Many of our stores will be Excellent certified.

During the year, we opened three new stores: Hove, Uxbridge, and Hayes. All three stores achieved an 'Excellent' rating. The commitment to include a raft of environmental measures and having these measures certified is estimated to add a cost of ca £571k per build.

Big Yellow's total investment in sustainability aspects at construction phase for the financial year ended 31 March 22 was £1,713,000.

	Very Good	Very Good Certified	Excellent
Incremental Cost from Base	£–	£120,000	£198,000
Total Cost per store	£373,000	£492,000	£571,000

7.5 Approach to restating environmental data

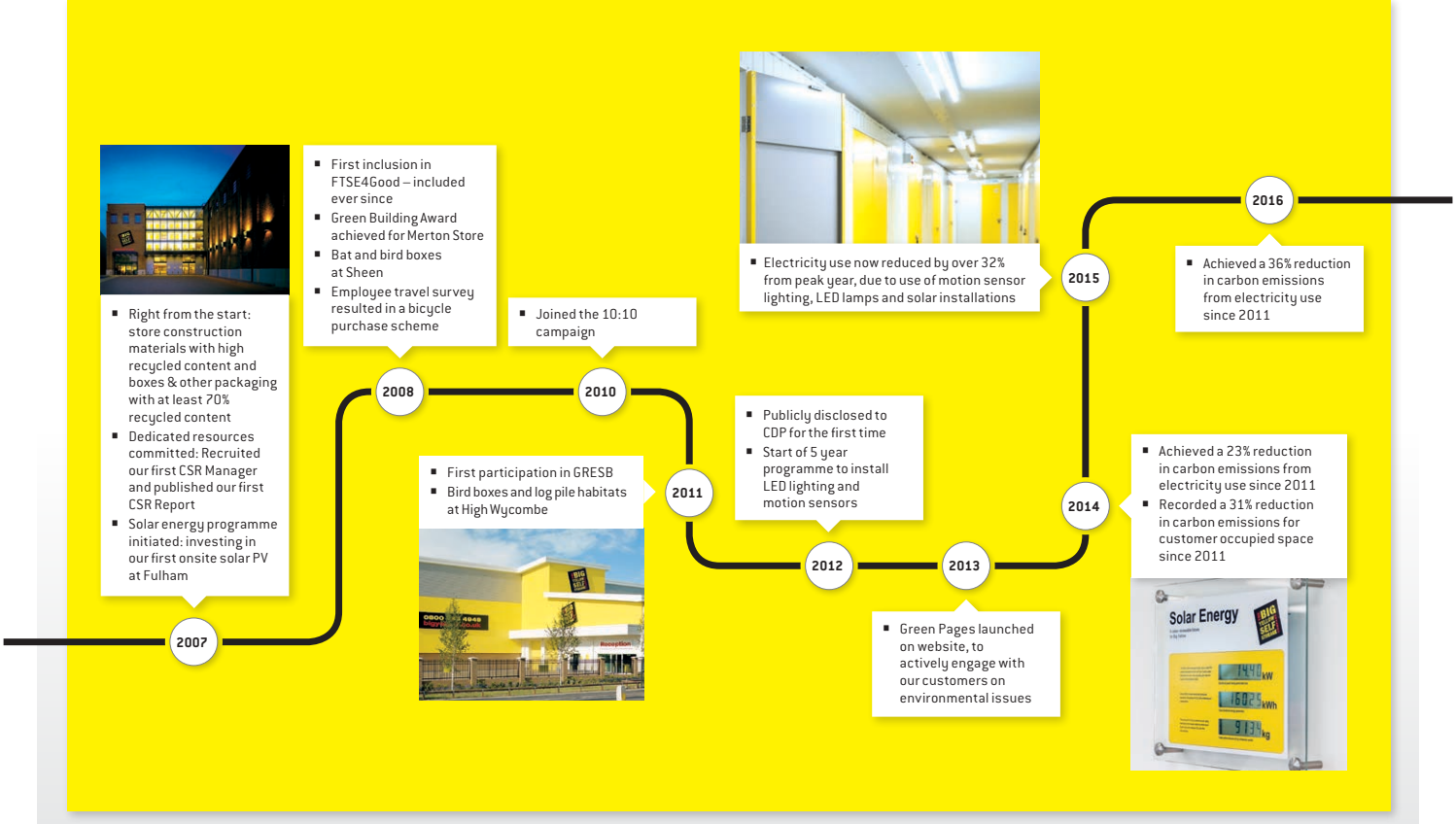
Following the acquisition of Armadillo in July 2021 all our reporting for the financial year ended 31 March 2022 includes both Armadillo and Big Yellow stores as we have decided to bring all stores in scope of our sustainability strategy. This means we have needed to restate our environmental data, which we have done this year, going back two years to the financial year ended 31 March 2020. Historic data prior to the financial year ended 31 March 2020 has not been restated.

We have restated all EPRA indicators, GRI indicators and other KPIs with a few exceptions; these exceptions have been highlighted in the report.

We have made the decision to restate our environmental data so we can provide meaningful, comparable, insightful data to provide a robust assessment of the company's direction of travel against our targets.

We have also restated some of the normalising data, such as 'Current Lettable Area' ('CLA'). Please note, this data has not been re-assured by our auditors, but is provided to make data easily comparable.

The approach to restating may be different in other sections within our report; we have indicated in each section whether we have restated or not.



12 Likely to take effect after our Kings Cross development, as it needs to be in line with the Planning Process.

7. Our environment (continued)

7.6 Energy

Introduction

Our environmental impacts consist of energy used to heat, light, and operate our stores (lighting, lifts, systems, and controls etc.) and to a lesser extent the fuel used to drive a maintenance van. Our customers' electricity use in their units also is also included in our data.

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

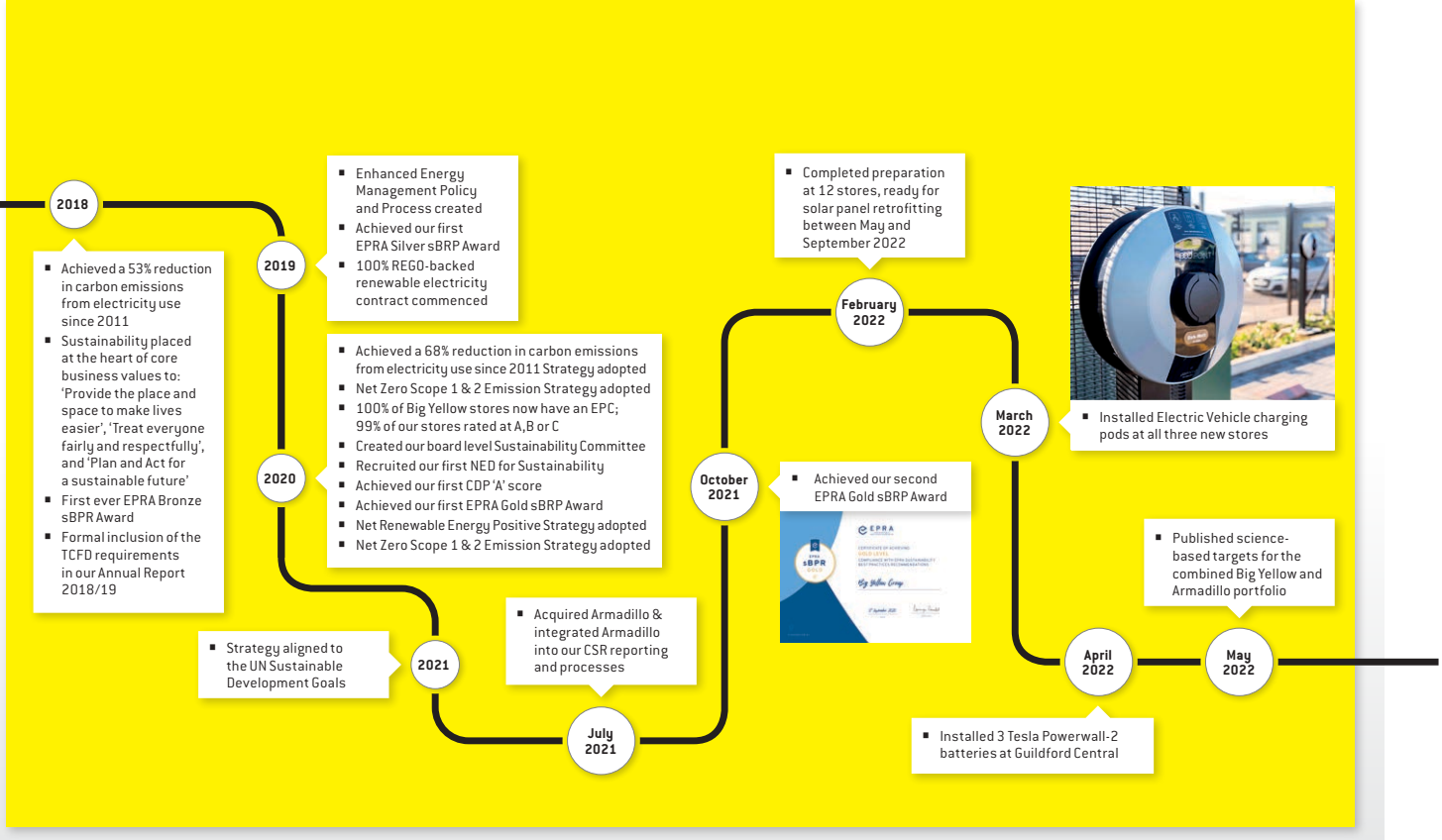
Between 2008 and 2017 we installed first internal, and later external, motion sensor lighting in many of our stores and renewable energy initiatives, such as solar panels, were included in our new stores. These deliver both electricity use reduction and sustainable electricity generation across our store portfolio. Our store lights are on timers, which change throughout the year to reflect the longer and shorter daylight hours.

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

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

In July 2021, we purchased the remaining 80% of Armadillo stores and have commenced on a programme of upgrading them to Big Yellow store environmental standards. This includes retrofitting with LED lights and motion sensors. During the year, we have also removed a number of gas boilers, please see Section 1.4 D for specific information.

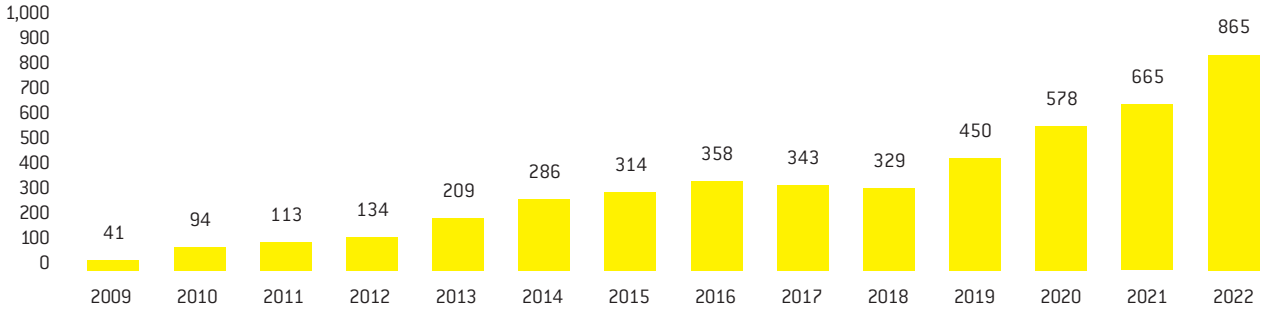
Our Net Renewable Energy Positive and Net Zero Emission Strategy Pathway document sets out our Big Yellow journey to date. We intend to update this strategy in due course to reflect the inclusion of Armadillo stores.



7. Our environment (continued)

Long Term Solar Electricity Generation MWh (2009 to 2022)

Our portfolio of stores with roof-mounted solar PV installations generates zero carbon electricity, some of which we use in store with the rest exported. We receive financial payments from energy companies we export to. We now have thirty-two stores that generate renewable solar electricity.



Highlights:

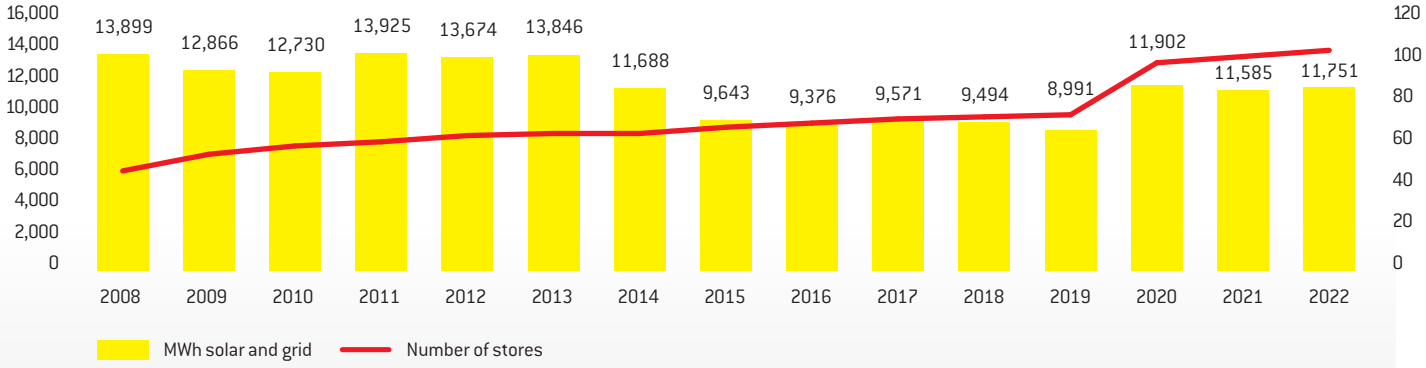
- We have made good progress on our decarbonisation strategy by removing four gas boilers at our Armadillo stores.
- We have increased our solar generation by 30% compared to the financial year ended 31 March 2022.
- We have commenced our journey to a fully integrated energy and emission strategy for both Big Yellow and Armadillo by integrating historical Armadillo data into our monitoring systems.

Store Portfolio Long-term Electricity Use

The chart shows how grid bought electricity used in our stores between 2008 and 2022 has changed over time:

With increasing stores, our long-term electricity use is remaining pleasingly stable. This is because new stores coming on board are built even more efficiently, using best technology available and come ready equipped with solar installations.

Long-term store electricity (MWh)



Please note: historically this graph plotted 'grid bought electricity'. As of financial year ended 31 March 2020, the graph plots 'store electricity' which consists of grid bought electricity plus solar generated minus solar exported. This represents more accurately the electricity required to run our stores.

7. Our environment (continued)

Furthermore, some of our stores rent out roof space to a company that installs and operates telecoms mast. The telecom masts are powered via our stores' electricity supply, increasing the total store energy consumption. This additional energy became a material percentage of our emissions during 2018/19. As the masts are not within our control, their electricity consumption has been removed from our total Scope 2 and reported as part of Scope 3.

Even though we increased our store numbers by one third, the electricity consumption did not increase in proportion.

This is for two reasons:

- Armadillo stores are on average ca two thirds of the lettable area than an average Big Yellow store and therefore use less electricity.
- The solar we installed on our new buildings during the financial year ended 31 March 2021 are now up and running efficiently and we are generating more renewable energy.

Please note, Armadillo stores are likely to use more electricity in the near future, as we transition away from gas boiler to electric systems.

Further information can be found in our Basis of Reporting 2021/22 document.

Renewable Energy Generation, Savings and Materiality

Please note, data for the financial year ended 31 March 20 and 31 March 21 have been restated to include Armadillo.

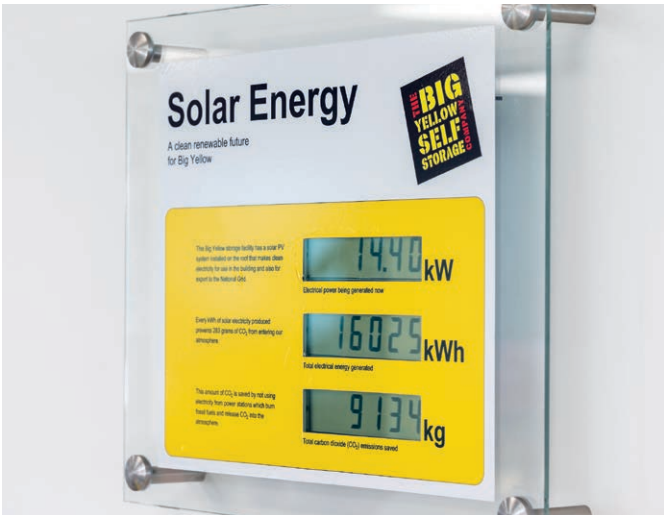
Onsite Solar 'Self Supply' Generation

Year ended 31 March	2020 (base year)	2021	**2022**
Solar Generation (MWh)	578	665	**865**
Total Grid Use[13] stores (MWh)	11,902	11,585	**11,575***
Solar generation % of Electricity Grid Use	4.9%	5.7%	**7.5%**
Solar generation % of Energy Use (kWh)	New for 2020/21	5.2%	**6.6%**
Solar generation % of grid use in large Solar PV stores[14]	16.4%	20.7%	**25.8%***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Please note, all new solar installations have an export meter fitted. We have experienced significant delays with having these registered but once this is completed, we will be up to date with our exported energy data reporting.

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



On-site Solar 'self supply' Generation

Year ended 31 March	2021	**2022**
Solar Generation (MWh)	665	**865**
Total Store Grid use (MWh)	11,585	**11,575***
Total Grid Savings	£108,951	**£115,735**
Displaced energy savings (£) as solar-only displaced grid electricity during the day (the day rate of 14p has been used)	£93,116	**£121,065**
Total savings (£)	£202,068	**£236,800**

Notes:
Total Grid Savings: Solar Payments from Energy Companies = Feed in Tariff + Deemed Export kWh payments = £ 115,735.
Supplied UK Network displaced electricity savings = 864,748 solar kWh x 14p Grid kWh displaced = £121,065.
Please note we have not restated 2021 here as Armadillo only has one store with solar (Plymouth) and its generation was not tracked during the financial year ended 31 March 2021.

Energy Intensity

We had previously set an energy intensity target of a 60% reduction from our baseline year ended 31 March 2011. We achieved a 60% reduction in the financial year ended 31 March 2021. However, with the acquisition of Armadillo in July 2021, which triggered a re-baselining, this year we delivered an 8% reduction.

During the financial year ending 31 March 2023 we will assess a revised feasible energy intensity reduction target.

Year ended 31 March	2020 Base year	2021	**2022**	% reduction from base year
MWh/m^2/year – using CLA	0.025	0.023	**0.023**	-8%

13 Grid bought electricity plus solar used.
14 Solar generated materiality, electricity, large solar stores only. Installed capacity for qualifying 'large solar stores' is 49kWp or larger.

7. Our environment (continued)

7.7 Emissions

Introduction

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

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

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

Highlights

- Absolute Scope 1 and Scope 2 Store and non-Store portfolio saw a decrease of 4.9%. There are two main causes for this decrease: a favourable UK fuel mix; and our investment in on-site renewables with three new solar PV installations during the year.
- We have repeated our spend based assessment of our Scope 3 Footprint across our new total estate including Armadillo.
- Our market-based emissions (from electricity) are now zero tCO_2e thanks to our REGO-backed 100% renewable electricity contract.

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

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

Our GHG Emissions 'intensity' indicators are based on our average customer occupancy (m^2), total Group revenue (£000) and current lettable area ("CLA" per m^2). These indicators, along with Scope 1 & Scope 2 CO_2e and select Scope 3 data are reported in the Director's Report of our Annual Report. Due to the obligations under SECR, the data in the Director's Report is more detailed and reported based on a slightly different scope. The 'Operational Building Emissions efficiencies' provided here are purely for comparison.

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

Year ended 31 March	2020 restated	2021 restated	**2022**
Total GHG Scope 1& 2 Emissions location based (t CO_2e)	3,159	2,805	**2,664***
Total GHG scope 2 Emissions market based (t CO_2e)	1,410	253	**309**
Electricity Transmission Losses and Employee Business travel (t CO_2)	251	224	**209**
Telecoms emissions on our sites (t CO_2)	144	174	**179**
Employee Business travel (t CO_2e)	72	76	**93**
Total (t CO_2e) Scope 3	467	474	**480**
tCO_2e/ revenue (000's£) – location based store and none store portfolio	17.9	18.3	**15.1***
tCO_2e/ revenue (000's£) – market based store and none store portfolio	9.7	1.7	**1.8**
$kgCO_2e$/ Occupied space (m^2)	7.2	6.2	**5.5***
$kgCO_2e$/ CLA (m^2)	5.9	5.0	**4.7***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Please note, we have restated electricity figures and relevant energy indicators to adjust our actual energy/ electricity consumption by:

- removing the electricity used by the telecoms masts from our Scope 2 (moved to Scope 3); and
- including Armadillo data from the financial year ended 31 March 2020 onwards.

Normalising data

Year ended 31 March	2020 restated	2021 restated	**2022**
Average Occupancy (m^2)	435,553	452,616	**488,794**
Revenue (£000)	£146,051	£153,223	**176,364**
CLA (m^2)	530,152	555,703.992	**561,655**

Please note the current financial year data is provided by the Company Finance Team and audited as part of Big Yellow's third-party financial audit.

The restated numbers for financial year ended 2020 and 2021 have not been re-audited but have been compiled to help with year on year comparison.

Any normalising data is not assured by SGS. 'Restated' means data now includes Armadillo.

Current Lettable Area data for Year ended 31 March 2022 excludes Cheadle as the store burnt down in February 2022. However, the energy data for the store has been included, as the energy was consumed, and the emissions caused.

The revenue figure from the table above includes Armadillo for the full financial year, as we are reporting on Armadillo's energy consumption for the full financial year. The reported total revenue for the Group for the year ended 31 March 2022 is £171,318,000. The difference between the revenue figure in the table above is £5,046,000, which was the revenue for the Armadillo stores for the quarter to 30 June 2021, before they were wholly owned by the Group, hence their results were not consolidated until 1 July 2021.

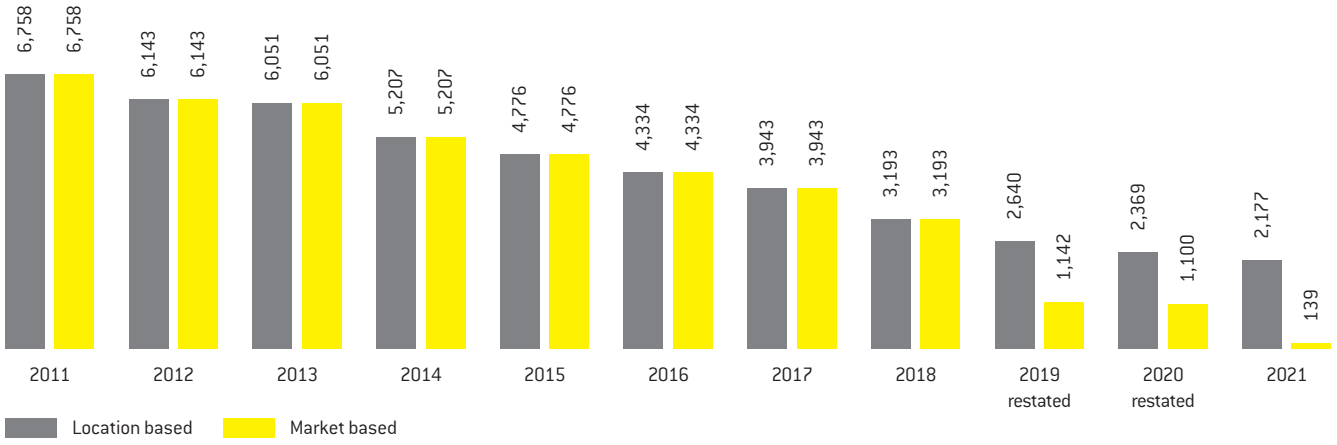
7. Our environment (continued)

Long Term Scope 1 & 2 Greenhouse Gas Emissions Stores (2008 to 2022) and UK Targets

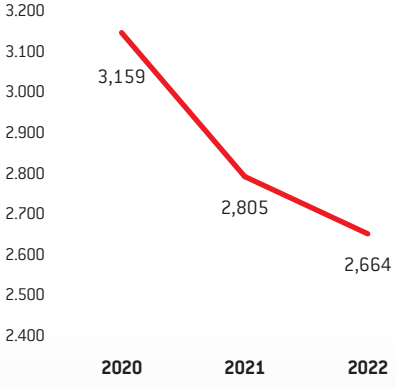
We are on track to meet the UK Government target to be 'Net Zero' by 2050 target for our Operational Scope 1 and Scope 2 Carbon Emissions reduction. Since the completion of our five-year investment programme in LED lighting and motion sensor controls in 2017, our further emission reductions this year are largely due to a favourable UK fuel mix and our investment in onsite renewable energy.

This is the last year we will be reporting long-term data older than the financial year ended 31 March 2020. Since we have re-baselined to integrate Armadillo into environmental reporting, we will report our long-term data from this baseline from the financial year ended 31 March 2020 onwards.

Long Term Scope 1 & 2 Greenhouse Gas Emissions Stores (2008 to 2021) t CO_2e - reported to the financial year ended 31 March 2021



Long Term Absolute Scope 1 & 2 Greenhouse Gas Emissions (2020 to 2022) t CO_2e - reported from the financial year ended 31 March2020 onwards



Absolute Scope 1 & 2 GHG Intensity - restated to include Armadillo

Year ended 31 March	2020 restated	2021 restated	**2022**	% change from base year
Carbon intensity ($kgCO_2e/m^2$ Occupied Space)	7.3	6.2	**5.5***	-25%

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

7. Our environment (continued)

7.8 Water

Introduction

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

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

At '73' (76,904m^3 of water / 488,794m^2 occupied space), we are very pleased to share that our water consumption remains significantly lower than BBP 'Good Practice'.

We have asked our auditors to conduct an assurance gap analysis for 'Water.' This should allow us to identify further opportunities for data collection. We will review the findings of our auditors and establish a plan of action accordingly.

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

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

Highlights:

- Our water use remains 'not material'.
- Our water use assessed against the Better Building Partnership ('BBP') standards[15] – results show Big Yellow consumption lower than BBP 'good.'
- Water consumption now includes a pre-assurance gap analysis.

Next steps

We will review the findings of SGS and establish a plan of action accordingly.

Flooding & Droughts

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

7.9 Waste

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

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

Our main source of waste is from the operational activities of our stores. Our store staff apply best practice waste segregation for general and mixed dry recyclable materials. Please note, our waste contractor provides further waste segregation and recycling services post collection. We report waste for our Big Yellow store portfolio; our occupied office space at our head office site is excluded as waste collection data falls to our landlord.

Summary & Highlights

- We are working with our waste contractors to better understand our waste data – we have included 'waste' in our assurance work with SGS and hope to improve on our data reporting and subsequently on our recycling performance.

Waste-Abs Tax & Waste Supply Chain Costs

Year ended 31 March	2020	2021	**2022**	% Change to prior year
Landfill Tax (£)	22,248	24,083	**31,147**	Not restated – therefore no change % provided
Total Waste Cost (£)	138,933	115,154	**180,885**	
Mixed Recycling (£)	69,497	58,076	**86,424**	
General Waste (£)	66,745	55,688	**93,440**	
Glass Mixed Recycling	n/a	832	**900**	
Other[16]	n/a	142	**0**	

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

Please note: for the year ended 31 March 2022 we have included Armadillo data. We have not been able to obtain good quality historical so data for financial years ended 31 March 2020 and 2021 have not been restated.

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

15 BP) have refreshed their Real Estate Environmental Benchmarks (Water). We have selected: 'Water Benchmarks – Enclosed Shopping Centres' – 'Water Intensity' – Water Intensity by space (litres/m^2 CPA15 / year).

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

7. Our environment (continued)

7.10 EPRA Data

To make our Energy, Emissions, Waste and Water data easy to access, we are presenting our figures using the EPRA format. Any questions, please contact csr@bigyellow.co.uk.

Please note, the section 7.5 'Approach to restating environmental data' applies to EPRA data too.

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

A. Reporting Scope

Reporting Scope – Store and non-store portfolio

Year ended 31 March		2020	2020 restated	2021	2021 restated	**2022**	% change from prior year
Nº of applicable properties – store portfolio	Electricity disclosure coverage	75 Big Yellow	75 Big Yellow/ 25 Armadillo (20% ownership)	78 Big Yellow	103[17]	**106[18]**	+3%
Nº of applicable properties – non- store portfolio		2/2	2/2	2/2	2/2	**2/2**	–
m^2 of applicable properties 'current lettable area' – store portfolio		432,785	530,152	455,090	555,704	**561,655**	+1%
m^2 of applicable properties 'average occupied space' – store portfolio		357,770	435,553	373,284	452,616	**488,794**	+8%
%	Proportion of electricity estimated	0%	0%	0%	0%	**2.6%**	
No of applicable properties – store portfolio	Fuel disclosure coverage	8/8	33/33	8/8	20/20	**20/20**	–
m^2 of applicable properties (CLA)		4,717	Not restated	Not restated	51,768	**51,768**	–
%	Proportion of fuel estimated	0%	0%	0%	0%	**0.02%**	0%

Like for Like data provides an equivalent comparison 'if nothing had changed.' For the year ended 31 March 2022, a like for like view would exclude the three stores opened the prior year, i.e., Hove, Uxbridge, and Hayes. For the year ended 31 March 2021 this excludes Battersea, Camberwell, and Bracknell. Like for Like for the year ended 31 March 2020 excludes Manchester. And for the year ended 31 March 2019 it excludes Wapping.

Please note on gas CLA: pre-Armadillo acquisition, gas was used at eight stores to heat offices. There are 12 Armadillo stores with gas: six use a gas boiler to heat water only, there are no offices at those sites. Six Armadillo stores have gas to heat offices.

The Big Yellow stores with gas to heat offices are: Byfleet, Cardiff, Dagenham, Guildford Slyfield, New Malden, Portsmouth, Slough, Staples Corner.

The Armadillo stores with gas to heat offices are Canterbury, Gateshead, Macclesfield, Newcastle, Torquay and West Molesey.

The Armadillo stores with gas to heat water are Derby, Dundee, Hull, Liverpool South, Stockton Central and Peterborough

Twenty-eight of our stores have offices, fourteen are heated with electricity, fourteen with gas.

We used 'Flexi Offices, Final Area' for the 'Fuel disclosure coverage – m^2 of applicable properties (CLA)' where we have offices. For the six Armadillo stores that do not have offices we have reported 'zero' m^2 CLA as the gas is not used to heat specific space.

Reporting Scope – Fit out stage store developments: Uxbridge, Hayes, and Hove.

Our non-store portfolio only uses electricity, no gas or onsite renewable energy.

17 For comparison purposes. Until 30th June 2021, Big Yellow owned a 20% stake in Armadillo.

18 Includes 25 Armadillo stores – Big Yellow Group Plc. acquired the remaining 80% shares on 01.07.2021. Please note, our Cheadle store was destroyed by fire in February 2022, however, as for most of the reporting year this store was operational, it has been included in the energy and emission data sets.

7. Our environment (continued)

B. Energy

Elec-Abs – Store Portfolio

	Year ended 31 March Absolute						
Measurement Unit	Indicator		2020	2020 restated	2021	2021 restated	**2022**
MWh	Electricity	for landlord shared services	8,867	11,902.0	8,662	11,585	**11,575***
		(sub)metered exclusively to tenants	0	0	0	0	**0**
		Total landlord-obtained electricity	8,867	11,902.0	8,662	11,585	**11,575***
		% from renewable sources – market based	53%	53%	100%	100%	**100%**
		% from renewable sources – location based (Solar generated % of Grid Use)	6.1%	4.9%	7.1%	5.7%	**7.5%**
		Total electricity	8,867	11,902.0	8,662	11,585	**11,575***

Notes to the above table

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Please note, we have restated electricity figures and relevant energy indicators to include the Armadillo stores acquired in July 2021. Only one Armadillo store has a solar installation (Plymouth) and so the adjustment resulted in a reduction in percentage, even though we have increased our installed capacity over the years.
We have moved the electricity consumption of the telecoms masts we host on some of our stores into our Scope 3 data sets.
Electricity refers to 'grid bought' electricity Plus solar energy generated on site and used (minus energy exported).

Elec-Lfl – Store Portfolio

	Year ended 31 March		Like for Like			
Measurement Unit	Indicator		2020 restated	2021 restated	**2022**	% change
MWh	Electricity	for landlord shared services	11,814	11,926	**11,492***	-3.6%
		(sub)metered exclusively to tenants	0	0	**0**	–
		Total landlord-obtained electricity	11,814	11,926	**11,492***	-3.6%
		% from renewable sources – market based	100%	100%	**100%**	–
		% from renewable sources – location based (Solar % of Grid Use)	Not restated	Not restated	**3.5%**	–
		Total electricity	11,814	11,926	**11,492***	-3.6%

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Please Note: Like for Like for this year's report (2021/22) excludes Hove, Hayes, and Uxbridge.
Electricity refers to 'grid bought' electricity and solar energy generated on site and used (i.e., not exported).
We have moved the electricity consumption of the telecoms masts we host on some of our stores into our Scope 3 data sets.
We have reported the standalone units at Bracknell as part of our Scope 3 data set. For information, the kWh for the year for Bracknell Units was 4,952 kWh.

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

	Year ended 31 March		Absolute & Lfl			
Measurement Unit	Indicator		2020	2021	**2022**	% change from prior year
MWh	Electricity	for landlord shared services	97	79	**77**	-2.5%
		(sub)metered exclusively to tenants	0.0	0.0	**0.0**	No change
		Total landlord-obtained electricity	97	79	**77**	-2.5%
		Total electricity	97	79	**77**	-2.5%
		% from renewable sources – market based	47%	100%	**100%**	No change
		% from renewable sources – location based	0%	0%	**0%**	No change

Notes to the above table: Our two non-store sites (Bagshot and Maidenhead) have not changed, therefore no separate like for like data is provided.
% from renewable sources – assumes market-based emissions of are Nil (100% renewable energy contract).
The material reduction in electricity use at our Head office was due to the increase in home working due to the Pandemic.

7. Our environment (continued)

Fuel-Abs and Fuel-Lfl – Store Portfolio

Year ended 31 March — Absolute and like for like

Measurement Unit	Indicator		2020 restated	2021	2021 restated	**2022**	% change from prior year
MWh	Fuel	for landlord shared services	1,245	630	1,248	**1,568**	+25.6%
		(sub)metered exclusively to tenants	0.0	0	0	**0**	–
		Total landlord-obtained fuel	1,245	630	1,248	**1,568**	+25.6%
		Total Fuel	1,245	630	1,248	**1,568**	+25.6%
		% from renewable sources	0%	0%	0%	**0%**	No change

Notes to the above table: Gas is a legacy set up twenty of our stores, fourteen offices are heated with gas, the other six stores use gas to heat water. New stores with flexi-offices are built with electricity and renewable energy sources. We have a programme of works under way that looks to replace gas boilers with electric boilers and we therefore expect a reduction in fuel over time. Restated' means data now includes Armadillo.

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

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

Please note, due to the acquisition of Armadillo, which represented a material change, we have re-baselined, setting the financial year ended 31 March 2020 as the baseline year.

Year ended 31 March

EPRA code	Measurement Unit	Indicator	2020 restated baseline year	2021	2021 restated	**2022**	% change from base line year
Energy-Int	MWh/m^2/year – using CLA	Energy Intensity	0.025	0.023	0.023	**0.023**	-8%

The CLA used for 2022 is 561,655m^2
'Restated' means it now includes Armadillo

C. Emissions

GHG-Dir-Abs and Like for like – Store Portfolio 'Scope 1' Direct

Year ended 31 March — Absolute — Like for Like

Measurement Unit		2020 restated	2021	2021 restated	**2022**	2021 restated	**2022**	% change from prior year
t CO_2	Total landlord-obtained	248	139.5	253	**309**	253	**309**	+22%
	Total tenant-obtained	0	0	0	**0**	0	**0**	
	Total Scope 1	248	139.5	253	**309**	253	**309**	+22%

Notes on the above table
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
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 our maintenance van.
During the year we acquired Armadillo stores who have significant Scope 1 emissions due to the high percentage of stores with gas installations. As we have commenced a programme of gas boiler removal, a like for like data set.
This year, refrigerant top increased by 155%, driving a small overall increase in Scope 1 emissions.
As none of our Scope 1 emissions is attributed to our non-store portfolio, the total emissions equate to the store emissions.
Emission conversion factor for 'Natural Gas' used was 0.18387 (kWh Gross CV).

Scope 1 data is broken down into:

Year ended 31 March

Type	2020 restated	2021 restated	**2022**
Refrigerant Use (kg)	2.9	7kg	**7kg**
Emissions (tCO_2e)	6	15	**15***
Gas Use (kWh)	1,245,174	1,248,418	**1,567,962**
Emissions (tCO_2e)	236	229	**287***
Van fuel (km)	26,264	32,818	**24,860**
Emissions (tCO_2e)	7	8	**6***

Notes to the above table: * Indicates data reviewed by SGS. See page 54 for their independent assurance report
The total Scope 1 emissions reported is 309 t CO_2e, in the breakdown, the total is 308 t CO_2e. This is due to rounding.
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors'

7. Our environment (continued)

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

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

		Absolute		Like for Like			
Measurement Unit	Year ended 31 March	2020 restated	2021 restated	**2022**	2021	**2022**	% change from prior year
t CO_2	Total landlord-obtained	2,038	2,552	**2,357**	2,296	**2,346**	-0.5%
	Total tenant-obtained	0	0	**0**			
	Total Scope 2 – location based	2,038	2,552	**2,357**	2,296	**2,346**	-0.5%
	Total Scope 2 – market based	1,411	0	**0**	0	**0**	No change

Market based emissions: Up to 31st September 2019 at relevant grid emission factors; from 1st October 2019 onwards at '0'.
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
Like for Like in this year's report (2021/22) excludes Hove, Hayes, and Uxbridge.

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

		Absolute		Like for Like			
Measurement Unit	Year ended 31 March	2020 restated	2021 restated	**2022**	2021 restated	**2022**	% change from prior year
t CO_2	Total landlord-obtained	2,886	2,535	**2,340***	2,280	**2,329**	-0.5%
	Total tenant-obtained	0	0	**0**	0	**0**	–
	Total Scope 2 – location based	2,886	2,535	**2,340***	2,535	**2,331**	-0.5%
	Total Scope 2 – market based	1,397	0	**0**	0	**0**	No change

Notes on the above table * Indicates data reviewed by SGS. See page 54 for their independent assurance report
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
Like for Like in this year's report (2021/22) excludes Hove, Hayes, and Uxbridge.

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

		Absolute			
Measurement Unit	Year ended 31 March	2020	2021 restated	**2022**	% change from prior year
t CO_2	for landlord shared services	18	18	**16**	-11%
	(sub)metered exclusively to tenants	0	0	**0**	–
	Total landlord-obtained electricity	18	18	**16**	-11%
	Total electricity	18	18	**16**	-11%
	% from renewable sources – market based	54%	100%	**100%**	–

'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.

GHG-Indir-Abs 'Scope 3' Indirect

		Absolute			
Measurement Unit	Year ended 31 March	2020 restated	2021 restated	**2022**	% change
t CO_2	Electricity transmission losses	251	224	**209**	See notes
	Business mileage emissions	72	76	**93**	See notes
	Emissions form telecoms masts on site	144	174	**179**	
	Emissions from waste – operations	40	38	**39**	
	Emissions from waste – fit out[19]	15.7	161	**382**	See notes
	Emissions from water use & treatment – operations	Not restated	Not restated	**32.4**	See notes
	Emissions from water use & treatment – fit out	0.28	1	**0.14**	See notes
	Total Scope 3			**934.5**	See notes

Please note: Electricity transmission losses factor 0.01860 kg CO_2 used.
Business mileage is calculated using mileage claims from financial spend data. We use 'average car', 'unknown fuel' to assess our GHG impact.
For operational waste we have used the relevant 2021 Defra conversion factors for landfill, combustion, and recycling waste streams.
Fit out waste has come from activities at our Hove, Hayes, and Uxbridge stores.
Water emissions are both for the supply and the treatment.
We have not provided a '%change from previous year' as fit out activities vary from year to year.
Bracknell Units was 4,952 kWh electricity consumption.
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
19 Historical data not restated.

7. Our environment (continued)

GHG-Indir-Abs

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

Year ended 31 March	2020 restated	2021 restated	**2022**	% change
Scope 1 + Scope 2 tCO_2e	3,159	2,805	**2,664***	-5%

Notes on the above table: * Indicates data reviewed by SGS. See page 54 for their independent assurance report
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.

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

Year ended 31 March	2020	2021	**2022**
Scope 1 + Scope 2 tCO_2e	Not restated	Not restated	**2,667**

Notes on the above table
Presenting a total Scope 1 and Scope 2 number that includes fit out construction activities matches the SECR reporting in our full Annual Report and Accounts.
Fit out emissions during 2021/22 were for our sites in Hove, Uxbridge, and Hayes.
No 'change from prior year' provided as these figures now include fit out emissions; fit out work does not take place every year to the same extent, so % change is meaningless.

TOTAL SCOPE 1, Scope 2 & Scope 3 Abs Stores portfolio and Non-Stores portfolio Fit-out activities OPERATIONS AND FIT OUT

Year ended 31 March	2020 restated	2021 restated	**2022**	% change
Scope 1 + Scope 2 + Scope 3 tCO_2e	3,627	3,318	**3,154**	-4.9%

Presenting a total Scope 1, Scope 2 and Scope 3 number that includes fit out construction activities matches the SECR reporting in our full Annual Report and Accounts; we have included emissions from electricity transmission losses, emissions from employee business travel from mileage claims, and emissions from telecoms masts installed at a small number of our sites.
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
Fit out emissions during 2021/22 were for our sites in Hove, Uxbridge, and Hayes.

GHG-Int

Measurement Unit	Indicator	Year ended 31 March	2021 restated	2021 restated	**2022**	% change
t CO_2e/m^2/year	GHG Intensity	(Scope 1+ scope 2) / m^2	0.0025	0.0023	**0.0023**	–

Our space indicator from financial year ended 31 March 2019 onwards is CLA ('Current Lettable Area').
'Restated' means data a) now includes Armadillo and b) uses the most up to date emission conversion factors.
We use Scope 1 and 2 store emissions.

D. Water

WATER-abs

Measurement Unit	Indicator	Year ended 31 March	2019	2021	**2022**
m^3	Water	for landlord shared services	19,677	29,176	**35,240**
		(sub)metered exclusively to tenants	0	0	**0**
		Total landlord-obtained water	19,677	29,176	**35,240**
		Total tenant-obtained water	N/D	0	**0**
		Total water consumption	19,677	29,176	**35,240**
Water disclosure coverage – number			75 of 75 stores	78 of 78 stores	**106 of 106 stores**
Water disclosure coverage – Occupied space m^2			353,936	357,770	**488,794**
Proportion of water estimated			N/D	47%	**62%**

Historical data does not include Armadillo

WATER-LfL: We opened Hove, Hayes, and Uxbridge in the financial year ended 31 March 2022; the consumption of these three stores was: 355m^3.

7. Our environment (continued)

WATER-Int 2020 and 2021 not restated to include Armadillo

Measurement Unit	Indicator	Year ended 31 March	2020	2021	**2022**
m^3/m^2/year	Water Intensity		0.054999	0.078162	**0.072096**

Notes on the above table: Please note: We have used 'average occupied space' as normalizing number for the intensity calculations (Financial year ended 31 March 2022: 488,794m2)

E. Waste

Waste-Abs % – Stores

	Year ended 31 March	2020	2021	**2022**	% Change
tonnes	Total landlord-obtained waste	527	518	**524**	1.2
	Total tenant-obtained waste	0	0	**0**	
	Total waste by disposal route	tbc	517.80	**524**	1.3
%	Recycled	87.79	87.76	**88**	0.3
%	Incineration	0	0.00	**0**	0.0
%	Landfill	12.03	12.01	**12**	-0.6
%	Other	0.18	0.22	**0.01**	

'Recycled' means mixed dry recyclate and glass recycling together. 'Other' consists of a mix of wastes, such as: detergents (haz), fluorescent tubes, hazardous waste, etc.
Our non-store site in Maidenhead generated an additional 30t of waste.
Please note: The 'Waste to Landfill' number is calculated by subtracting from the General Waste number our contractor's mass balance figure of 75%. Our waste partners inform us that the 25% residual waste that cannot be recycled is either incinerated or sent for heat recovery with only the ashes ending up in landfill. As we are unable to allocate a clear split between landfill and incineration, we have opted to report this residual amount as landfill to ensure we do not underreport.
Historical data has not been restated.
Store generated waste is sorted into categories by our waste contractor, such as: 'mixed dry recyclable materials'; 'general waste'; 'mixed glass'.

Waste -Lfl: Our new stores: Hove, Hayes and Uxbridge generated 1.4t waste since they opened in the financial year ended 31 March 2022. That represents 0.3% of our overall waste.

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

Year ended 31 March	2011	2018	2019	2020	2021	**2022**
Tonnage	147.5	51.3	38.8	15.6	159.6	**217.4**
Waste Recycled (%)	93.2%	99.2%	100%	100%	100%	**99.5**
Plasterboard Recycled (%)	100%	100%	100%	100%	100%	**100**

In scope during the year were: our new store developments in Hove, Uxbridge, and Hayes.

All stores achieved a BREEAM SMART Waste Benchmarks Amount of waste tonnes per $100m^2$ of '3'.

F. Certification

Certified Assets – Cert-Tot Store- Portfolio Absolute & Lfl

Measurement Unit	Indicator	Year ended 31 March	2020	2021	**2022**
%	Mandatory (Energy Performance Certificates)	% of portfolio certified by floor area	100%	100%	**94%**
		% of portfolio certified by number of properties	100%	100%	**92%**
		% of portfolio certified by value	N/D	N/D	**N/D**
%	Voluntary (BREEAM,BRAVE, LEED)	% of portfolio certified by floor area	5%	9%	**9%**
		% of portfolio certified by number of properties	5%	9%	**9%**
		% of portfolio certified by value	N/D	N/D	**N/D**

Notes on the above table: With the acquisition of Armadillo, it was found that some Armadillo stores' EPC certificate had expired. During the year, we commissioned our external partners to produce good quality drawings to allow us to obtain EPCs on any store where it has lapsed.

As all new buildings automatically have an EPC issued, there is no like for like comparison.

We have a rolling programme to ensure any EPCs about to expire are renewed. During the year, two stores' certification were renewed, for the financial year ending 31 March 2023 four stores will be reassessed.

The three new stores (Hove, Uxbridge, and Hayes) opened during the financial year ended 31 March 2022 all achieved BREEAM EXCELLENT. There was no change in the percentage increase of BREEAM certification coverage as with the acquisition of Armadillo, our total floor area and number of properties increased.

7. Our environment (continued)

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

Energy Performance Certificate for our non-store portfolio – Nil

Voluntary certificate for our non-store portfolio – Nil

G. FIT OUT ACTIVITIES

During the year, Uxbridge, Hayes, and Hove completed their fit out and opened.

Uxbridge

Fuel-Abs

Measurement Unit	Indicator	2022
Fuel-Abs (Ltr)	From Fit out diesel (if consumed during the year)	**0**
GHG-Dir-Abs ($t CO_2e$)	From Fit out diesel (if consumed during the year)	**0**

Elec-Abs

Measurement Unit	Indicator	2022
Elec-Abs (MWh)	From Fit out electricity (if consumed during the year)	**19**
GHG-Indir-Abs ($t CO_2e$)	From Fit out electricity (if consumed during the year)	**4.1**

Water Abs & GHG

Measurement Unit	Indicator	2022
m^3	From Fit out water (if consumed during the year)	**53**
$t CO_2e$	From Fit out water (if consumed during the year) water supply and treatment	**0.02**

Hove

Fuel-Abs

Measurement Unit	Indicator	2022
Fuel-Abs (Ltr)	From Fit out diesel (if consumed during the year)	**681**
GHG-Dir-Abs ($t CO_2e$)	From Fit out diesel (if consumed during the year)	**1.71**

Elec-Abs

Measurement Unit	Indicator	2022
Elec-Abs (MWh)	From Fit out electricity (if consumed during the year)	13.4
GHG-Indir-Abs ($t CO_2e$)	From Fit out electricity (if consumed during the year)	2.84

Water Abs & GHG

Measurement Unit	Indicator	2022
m^3	From Fit out water (if consumed during the year)	146
$t CO_2e$	From Fit out water (if consumed during the year) water supply and treatment	0.06

Hayes

Fuel-Abs

Measurement Unit	Indicator	2022
Fuel-Abs (Ltr)	From Fit out diesel (if consumed during the year)	**0**
GHG-Dir-Abs ($t CO_2e$)	From Fit out diesel (if consumed during the year)	**0**

Elec-Abs

Measurement Unit	Indicator	2022
Elec-Abs (MWh)	From Fit out electricity (if consumed during the year)	**21**
GHG-Indir-Abs ($t CO_2e$)	From Fit out electricity (if consumed during the year)	**4.5**

Water Abs & GHG

Measurement Unit	Indicator	2022
m^3	From Fit out water (if consumed during the year)	**145**
$t CO_2e$	From Fit out water (if consumed during the year) water supply and treatment	**0,06**

7. Our environment (continued)

7.11 RESOURCE USE

Introduction

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

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

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

Summary & Highlights

- Packaging: The eight product lines we had identified for modification by 2022 have all now had their single use plastic packaging removed.
- Paper-free customer move ins have gone live in all our stores, saving ca 800,000 pieces of paper each year.
- Moved to online bank statements in December 2021, saving ca 26,000 pieces of paper each year.
- Moved a number of internal weekly paper-based processes to online processes, such as Weekly Area Manager Trackers and reconciliation forms, saving ca 170,000 pieces of paper per annum

Avoidance of unnecessary material helps to reduce carbon emissions; minimise waste going to landfill and demonstrates a commitment to sustainability. We have ca 13 key processes left that involve the printing of paper, which we are trying to address by finding acceptable and compliant online solutions. We have graded each process by difficulty in terms of finding an alternative solution and intend to work our way through these over the next few years to reduce paper consumption as much as possible.

Hard hat recycling scheme

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

Next steps

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

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

Choice-editing as standard: We want to make sure our customers can purchase our products without having to worry about the potential negative impacts our products or their packaging has on the environment. We have been choice-editing the material make up of our boxes to ensure a high recycled cardboard content without compromising the function of the product.

For specific material information, please see our Box Shop products.

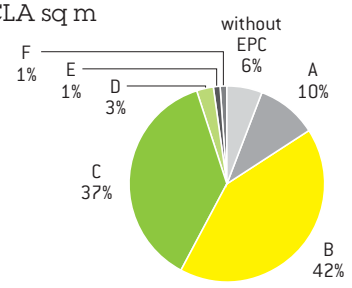
Customer Engagement: Most of our products are perfect for re-use or recycling – we have amended our online Box Shop to make the composition of individual products clearer, under the heading 'Environmental Attributes' and we have introduced a 'Your bit' section to inform customers if products can be recycled.

7.12 ASSET LIST & GREEN STORE PORTFOLIO

Introduction to Green Stores

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

EPCs by CLA sq m



Summary & Highlights

- We completed preparatory work on twelve stores, ready for solar installations as soon as the panels are delivered
- We removed gas boilers at four Armadillo stores, replacing them with more efficient electric boilers.
- We set a new commitment: all new stores to be built and certified to BREEAM Very Good (unless Planning demands 'Excellent')[20]

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

20 From Slough onwards.

7. Our environment (continued)

ASSET LIST

No	Store	EPC	"BREEAM" Certification	Other 'green' features	Solar (kWh) Capacity	Electric Vehicle Charging	CLA sq. ft
1	Balham	B			10 kWp & planned 113.8 kWp		61,384
2	Barking	A		Green Roof	50 kWp		64,052
3	Battersea	A	Excellent	Green Roof ASHP New trees planted	50 kWp	2 x 7KWh chargers	68,981
4	Beckham	B					70,767
5	Birmingham	B					64,360
6	Bow	C					133,918
7	Bracknell	A	Excellent	New trees planted Bird & bat boxes ASHP	50 kWp	2 x 7KWh chargers	43,610
8	Brighton	C					58,461
9	Bristol Ashton Gate	B			50 kWp	7KWh charger	64,104
10	Bristol Central	B			50 kWp		64,067
11	Bromley	B			7 kWp & planned 120 kWp		71,884
12	Byfleet	C					48,067
A1	Canterbury	C					32,000
13	Camberley	B			10 kWp		67,441
14	Camberwell	A	Excellent	New trees planted Bird & bat boxes ASHP	50 kWp	2 x 7KWh chargers	58,845
15	Cambridge	B					61,468
16	Cardiff	C					75,139
A2	Cheadle and Wilmslow	C					104,000
17	Chelmsford	C			Planned 180kWp		56,040
18	Cheltenham	C					50,576
19	Chester	C					68,470
20	Chiswick	B		Green Roof	50 kWp		72,882
21	Colchester	C					54,241
22	Croydon	C					79,341
23	Dagenham	C					51,384
A3	Daventry	C					26,000
A4	Derby	none					43,000
A5	Dundee	none					39,000
24	Ealing	B					56,492
25	Edinburgh	B			26 kWp		63,125
26	Edmonton	B			Planned 180 kWp		85,404
27	Eltham	B					68,676
28	Enfield	B	'Excellent'		50 kWp		62,847
A6	Exeter	F					33,000
29	Finchley East	B					54,259
30	Finchley North	C			planned 180 kWp		62,085
31	Fulham	B		Green Roof	28 kWp		137,547
A7	Gateshead	C					46,000
32	Gloucester	B					53,593
A8	Grimsby	E					43,000
33	Guildford Central	A	Very Good		50 kWp		46,030
34	Guildford Slyfield	C					55,589
35	Gypsy Corner	B			50 kWp		70,491
36	Hanger Lane	C			planned 110 kWp		66,081
37	Hayes	A	Excellent		50 kWp	2 x 7KWh chargers	51,200

7. Our environment (continued)

No	Store	EPC	"BREEAM" Certification	Other 'green' features	Solar (kWh) Capacity	Electric Vehicle Charging	CLA sq. ft
38	High Wycombe	B		Green Roof Bird boxes Log pile habitat			60,030
39	Hounslow	C					54,669
40	Hove	A	Excellent		50 kWp	2 x 7KWh chargers	32,987
A9	Hull	none					32,000
41	Ilford	C			Planned 180 kWp		57,907
42	Kennington	B			4 kWp		66,166
43	Kingston	B					62,145
44	Leeds	B					81,164
A10	Liverpool Aintree	D					49,000
A11	Liverpool Bootle	none					36,000
45	Liverpool Edge Lane	B		Newly planted trees			61,285
A12	Liverpool South	E					47,000
46	Luton	C					41,275
A13	Macclesfield	C					63,000
47	Manchester	A			50 kWp	2 x 7KWh chargers	48,814
48	Merton	B			9 kWp		81,132
49	Milton Keynes	B			planned 110 kWp		59,824
A14	Morecambe	C					48,000
A15	Newcastle	C					59,000
50	New Cross	B			50 kWp		61,501
51	New Malden	C					81,661
52	Nine Elms	C			planned 180 kWp		64,947
53	North Kensington	B					50,296
54	Norwich	C			50 kWp		47,033
55	Nottingham	B			18 kWp		66,582
56	Orpington	C					64,840
57	Oxford	C					33,394
58	Oxford 2	B			planned 50 kWp	7KWh charger	39,736
A16	Peterborough	none					50,000
A17	Plymouth	D			40 kWp		26,000
59	Poole	B					54,844
60	Portsmouth	C					61,541
61	Reading	B	'Excellent'		9 kWp		62,438
62	Richmond	B			18 kWp		35,066
63	Romford	C			planned 180 kWp		70,242
64	Sheen	A	'Excellent'	Bat and bird boxes	8 kWp		66,742
65	Sheffield Bramall Lane	B					63,315
66	Sheffield Hillsborough	B		Green roof			62,660
A18	Sheffield Parkway	none					48,000
A19	Sheffield West Bar	none					29,000
67	Slough	C					67,374
68	Southend	C					56,911
69	Staples Corner	C					112,154
A20	Stockton Central	none					43,000
A21	Stockton South	D					24,000
70	Stockport	B					64,510
A22	Stoke	none					37,000
71	Sutton	B		Green Roof & living wall			75,569
72	Swindon	B					53,186
73	Tolworth	B					56,943

7. Our environment (continued)

No	Store	EPC	"BREEAM" Certification	Other 'green' features	Solar (kWh) Capacity	Electric Vehicle Charging	CLA sq. ft
A23	Torquay	F					30,000
74	Tunbridge Wells	B			50 kWp		57,708
75	Twickenham	A			16 kWp		77,478
76	Twickenham 2	C					24,161
77	Uxbridge	A	Excellent		50 kWp	2 x 7KWh chargers	53,150
78	Wandsworth	B			50 kWp		71,477
A24	Warrington	C					57,000
79	Wapping	D					30,851
80	Watford	C			50 kWp		63,854
81	West Norwood	C					56,995
A25	West Molesey	D					36,000
	'Green' Stores	88					
	All Store operating as of 31.03.2022	105					

More Information

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

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

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

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

Electric Vehicle (EV) Charging: New stores in Hove, Hayes and Uxbridge have been fitted out with EV charging pods. Bracknell, Camberwell, Battersea, Manchester, and Oxford 2 have EV charging pods installed already.

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

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

8. Our health & safety

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

8.1 Introduction

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

In line with the latest Government Covid-19 guidelines, we have gradually eased restrictions and special measures in our stores and at Bagshot. Throughout the Pandemic we continued to do our utmost to protect our staff, our customers, and our visitors as much as possible by, amongst other measures:

- issuing specific guidance on relevant controls, restrictions and rules; amongst other areas on (additional) cleaning procedures; and
- making available extra cleaning products and protective equipment, such as hand sanitiser gel, facemasks, and gloves, available to customers and staff.

We encourage our staff to be considerate when interacting with colleagues and wear masks when asked; we have also encouraged staff to stay out of the business if they exhibit flu-like symptoms to ensure we minimise the spread of Covid.

In this section we also recognise two specific incidents that affected out stores and customers in the last year:

Fulham Fire – 11 June 2021

A fire was started in a customer's room in the basement of our Fulham store. The fire did not spread to any other parts of the store and was isolated to a single section of the basement floor (out of three sections), which included our dedicated wine storage area. No staff or customers were injured.

Our in-store fire and smoke detection systems – plus our external security monitoring centre – kicked in immediately to detect the fire and alerted the fire services. The London Fire Brigade were on the scene quickly to control the fire and then monitor it to ensure it was extinguished. The Fulham store remained closed in full or in part for three days for the Fire Brigade to extinguish the fire and for the Police to conclude their investigations. The store has now been fully repaired and the affected wine area reopened for customers in January 2022.

Cheadle Fire – 26 February 2022

A fire was deliberately started in a customer's room at our Cheadle store early in the morning of 26 February 2022. The fire was started with an accelerant and its rapid spread led to the total loss of the store and customers contents.

There were no staff members or customers on site at that time and therefore no injuries reported. Greater Manchester Fire & Rescue were quickly in attendance, but the scale of the fire meant they were unable to save the property or the customers contents inside.

This was a hugely disruptive incident, and we are truly sorry for the losses our customers have had to suffer as a result. Our priority has been to support all the customers affected and to ensure the insurance obligations have been delivered to the customers as efficiently as possible. We continue to work with the freeholder and our insurers on the rebuilding of the facility.

8.2 Health & Safety Highlights

Furthermore, we can report our H&S highlights this year as follows:

- There were no "Fatal Injuries, Notices or Prosecutions" in any part of our operations during the year ended 31 March 2022.
- We have regularly reviewed our Store and Head Office working policies in conjunction with the Government's advice for Covid-19.
- Out of the twenty-seven minor injuries to our customers, contractors, and visitors, seventeen were the result of minor cuts. All of these could have been avoided by wearing protective gloves.
- Our staff suffered sixteen minor injuries, for a variety of reasons, including cuts and trips.
- There were 6,626 'Person Days' worked on new store construction 'Fit-out' projects in the financial year ended 31 March 2022. This work was on our new store developments in Uxbridge, Hove, and Hayes. There were no reportable accidents from these projects for our Construction Fit-Out activities.
- During the year, we opened our new stores in Uxbridge, Hove, and Hayes. The Considerate Constructor Schemes ("CCS") for the three newly opened stores were as follows: Hayes 40/50; Hove 38/50; and Uxbridge 36/50.

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

8. Our health & safety (continued)

8.3 KPIs

Please note, on 1 July 2021 Big Yellow Group acquired the 80% of Armadillo Self Storage it did not already own. For the year ended 31 March 2022 we report on the combined store portfolio – reported data for the prior year and earlier is exclusively for Big Yellow stores.

Despite the fact that the scope of our reporting has increased, absolute numbers of minor injuries have reduced. This is very pleasing; however, we intend to review the reporting process to ensure that all incidents are captured.

Store Customer, Contractor, and Visitor Health & Safety

Year ended 31 March	2019	2020	2021	**2022**
Number of Customer Move-ins[21]	73,293	70,661	66,366	**88,094**
Number of Minor Injuries	55	56	37	**27***
Number of Reportable Injuries (RIDDOR)	4	0	2	**1***
RIDDOR per 100,000 Customer Move-ins	5.5	0.0	3.0	**1.1***

* Indicates data reviewed by SGS as part of their assurance work. See page 54 for the independent assurance.

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

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

Year ended 31 March	2019	2020	2021	**2022**
Average Number of Staff[22]	347.3	361.1	369.8	**427**
Number of Minor Injuries	14	10	6	**16***
Number of Reportable Injuries (RIDDOR)	0	0	0	**0***
AIIR per 100,000 staff	0	0	0	**0***

* Indicates data reviewed by SGS as part of their assurance work. See page 54 for the independent assurance.

Notes: Annual Injury Incident Rate = the number of staff reportable injuries / average number of staff (x100,000).

Big Yellow Construction 'Fit Out' Health & Safety

Year ended 31 March	2019	2020	2021	**2022**
Number of Total Person Days worked	2,473	2,667	7,111	**6,626**
Number of Minor Injuries	2	1	7	**3***
Number of Reportable Injuries (RIDDOR)	0	0	0	**0***

* Indicates data reviewed by SGS as part of their assurance work. See page 54 for the independent assurance.

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

8.4 Targets

Our health and safety performance has been maintained at a pleasing level across all areas of our business. This is due to our precautionary approach to individual's health and safety, be that within Construction (by ensuring contractors wear appropriate protective clothing) or within our stores through our exemplary Facilities and Estate Management processes, which ensures our facilities are kept in good condition, minimising the risks to health or safety.

Our staff receive training on many aspects of health and safety, such as forklift driving, and we enforce strict rules on who can drive forklifts at our facilities.

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

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

8.5 Next Steps

The Health & Safety Committee discuss and review any issues reported from our regular meetings held at Bagshot (our head office), Maidenhead (our distribution warehouse), the stores and our construction sites. Our Health & Safety Policy states that all employees have a responsibility for Health & Safety, but that managers have special responsibilities.

The responsibilities of Adrian Lee, Operations Director, are to keep the Board advised on Health & Safety issues and to ensure compliance with the Policy in respect of Construction (via the Construction Director) and store operations (via the Head of Estates and Facilities and Head of Store Operations). Externally, other interested stakeholders include the Health & Safety Executive (HSE) and Local Government Authorities.

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

Our external Health & Safety consultant regularly reviews our Policy and performs annual audits of our stores on a rolling programme, to ensure the implementation of the Group's Health & Safety policies and to ensure compliance with the latest Health & Safety standards. They have paid particular attention to our Covid 19 policies and have found them to be fully fit for purpose.

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

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

During Covid-19 the business introduced an operations working group that filtered issues straight from employees to senior decision makers via a specific email address – this allowed swift, companywide policy and process adjustments to be made. We also held regular Covid Risk Assessment Meetings throughout the Pandemic – and up until April 2022. These were attended by members of the H&S Committee, as well as a representative from the store teams and the Bagshot teams. These Meetings have now been suspended as the pandemic requirements from the Government have been scaled back.

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

22 Average FTE at 31 March 2022 has been used.

9. Benchmarks & standards

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

Introduction

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

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

We have become a signatory to the TCFD and our name is displayed on the TCFD website. We have also committed to the 'Race to Zero' campaign, which commits to science-based targets that aim to limit global warming to 1.5°C.

We act on all feedback received and consider it as part of our continuous improvement mechanism. Due to the steady increase in benchmarks, campaigns and Rating Agency Assessments, the Sustainability Committee has reviewed our participation and confirmed that we intend to

- continue to take part in GRESB, CDP and FTSE4Good;
- continue reporting in line with EPRA and select GRI indicators;
- provide pro-active input when requested to MSCI and ISS ESG

We have developed science-based targets during the year; we intend to submit those to the SBTi during 2022.

Please see here.

Next Steps

We will seek approval from the SBTi during 2022.

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

9.1 Benchmarks

CDP scores for years ended 31 March:

CDP Disclosure Year	2016	2017	2018	2019	2020	2021
Performance Score	B	B	C	B	A-	B

GRESB scores for years ended 31 March

GRESB disclosure	2016	2017	2018	2019	2020	2021
GRESB Green Stars	2	2	2	4	4	4
Rating Score (out of 100)	57	59	59	85	80	84

FTSE4Good scores for years ended 31 March

FTSE4Good disclosure	2017	2018 June	2018 Dec	2019	2020	2021
FTSE4Good Index	Included	Included	Included	Included	Included	Included
FTSE4Good ESG Rating	2.8	2.9	3.1	3.3	3.3	3.1

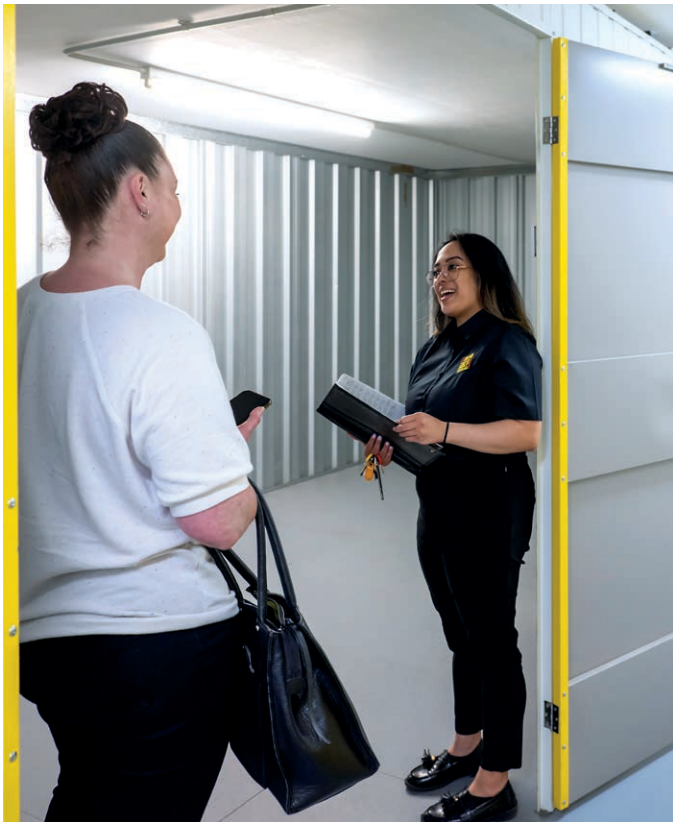
10. Investors

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

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

Our Directors run a programme of face-to face and / or virtual investor engagement activities by holding roadshows following annual and interim reporting cycles and attend Investor conferences, both in the UK and internationally. 'Sustainability' is always included in those presentations.

Our Head of CSR can be contacted on csr@bigyellow.co.uk.



11. Legislation

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

- The Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 ('SECR');
- EU Energy Efficiency Directive, The UK Energy Savings Opportunities Scheme ('ESOS');
- Energy Performance Certificate ('EPC's) – please see 'asset list & green store portfolio' section in this report for more information.

The UK Energy Savings Opportunities Scheme ('ESOS') – Phase 3

We are preparing for the Phase 3 regime and are currently awaiting final guidance to be issued by DEFRA.

Carbon Reduction Commitment ('CRC') and Streamlined Energy and Carbon Reporting Obligations ('SECR')RC / SECR

The CRC Scheme had closed at the end of Phase 2. The SECR had taken over the reporting requirement from the CRC (within the Annual Report and Accounts, Directors' Report) with the revenue aspect being recouped via increases to the CCL rated.

Store Portfolio Scope 2 Electricity Use and Climate Change Levy

The Climate Change Levy (CCL) is a tax on energy usage that encourages users to improve energy efficiency. Applied to the bills of every UK business using energy, the CCL helps to cut the country's carbon dioxide (CO_2) emissions.

Year ended 31 March	2020	2021	**2022**	% change from Base year
Grid bought Electricity (kWh)	8,866,954	8,661,884	**11,022,596**	Not calculated as reporting scope is different
CCL (£/kWh) electricity	0.00847	0.00811[23]	**0.00775**	Not calculated as reporting scope is different
Gas	Not reported	Not reported	**1,567,962**	Not calculated as reporting scope is different
CCL (£ per KWh) gas	Not reported	Not reported	**0.00465**	Not calculated as reporting scope is different
Total Gas and Electric CCL (£)	£75,103	£70,248	**£92,716**	Not calculated as reporting scope is different

Please note, historical data has not been restated.

23 Incorrect rate used. Corrected.

12. Independent assurance

SGS UNITED KINGDOM LTD'S ASSURANCE OPINION ON SELECTED SUSTAINABILITY KPIs IN BIG YELLOW'S CORPORATE SOCIAL RESPONSIBILITY REPORT 2021/22

Nature, scope and purpose of the assurance

SGS United Kingdom Ltd was commissioned by Big Yellow Group plc (Big Yellow) to conduct an independent assurance of selected sustainability KPI data in their Corporate Social Responsibility Report 2021/22 ('the Report'). The scope of the assurance included FY2021 data only for the following KPIs:

Carbon footprint (Scope 1 & 2) data:

- Store electricity emissions (tCO_2e)
- Store flexi-office gas emissions (tCO_2e)
- Refrigerant emissions (tCO_2e)
- Absolute carbon dioxide emissions (tCO_2e)
- Store electricity use (kWh)
- Like-for-like electricity use (tCO_2e)
- Absolute carbon emissions (tCO_2e)
- Carbon intensity ($kgCO_2e/m^2$ current lettable area)
- Carbon intensity ($kgCO_2e/m^2$ occupied space)
- Carbon intensity (tCO_2e/£000s revenue)
- Total renewable energy generated(kWh)
- Solar generation % of grid use in large Solar PV stores

Carbon footprint Scope 3 data:

- Water supply and water treatment (tCO_2e)
- Store waste disposal (tCO_2e)

Health & Safety data:

- Staff, customer, and visitor minor injuries
- Staff, customer, and visitor reportable injuries (RIDDOR)
- Staff, customer, and visitor annual injury incidence rate (AIR) per 100,000 staff
- Staff, customer, and visitor notices
- Construction 'fit-out' minor injuries
- Construction 'fit-out' reportable injuries (RIDDOR)

Community investment data:

- Free space donated for community or charity use (£)
- Charity discounts of up to 90% (£)
- Payments to social enterprise organisations (£)
- Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)
- One-off donations (£)
- Total community investment (£)

People data:

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

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

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

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

Greenhouse gas (GHG) data

CO_2 emissions from own operations were verified at a limited level of assurance according to standard EN ISO14064-3:2006 Specification With Guidance For The Validation And Verification Of Greenhouse Gas Assertions, to establish conformance with the requirements of Big Yellow's reporting methodology as stated in its 'Basis of Reporting 2021/22' and the WRI/WBCSD GHG Protocol – A Corporate Accounting and Reporting Standard ('The WRI/WBCSD GHG Protocol'), within the scope of the verification. The materiality required of the verification was considered by SGS to be below 10%, based on the needs of the intended user.

The engagement included verification of emissions from anthropogenic sources of greenhouse gases included within the organisation's boundary and meeting the requirements of Big Yellow's 'Basis of reporting 2021/22', and the WRI/WBCSD GHG Protocol. The organisational boundary was established following the operational control approach.

- Description of activities: Self-Storage services
- Location/boundary of the activities: United Kingdom
- Physical infrastructure, activities, technologies and processes of the organisation: Self-storage stores and administrative offices
- GHG sources, sinks and/or reservoirs included:
  - Scope 1 – stationary combustion, mobile and fugitive emissions;
  - Scope 2 – purchased electricity and solar generation;
  - Scope 3 – Store Water and waste
- Types of GHGs included: CO_2, N2O, CH4 (HFCs, PFCs, SF6 and NF3 are excluded)
- Directed actions: none

Methodology

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

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

Statement of responsibilities, independence and competence

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

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

Assurance opinion and conclusion

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

Greenhouse gas (GHG) data

SGS concludes with limited assurance that there is no evidence to suggest that the presented CO_2 equivalent assertion is not materially correct and is not a fair representation of the CO_2 equivalent data and information and is not prepared following the requirements of Big Yellow's 'Basis of reporting 2021/22', and the WRI/WBCSD GHG Protocol.

We planned and performed our work to obtain the information, explanations and evidence that we considered necessary to provide a limited level of assurance that the CO_2 equivalent emissions for the period 01/04/2021 – 31/03/2022 are fairly stated. This statement shall be interpreted with the CO_2 equivalent assertion of Big Yellow as a whole.

Big Yellow provided the GHG assertion based on the requirements of its 'Basis of reporting 2021/22' and the WRI/WBCSD GHG Protocol. The GHG information for the period 01/04/2021 – 31/03/2022 disclosing gross scope 1 and 2 emissions of 2,665 metric tonnes of CO_2 equivalent (Location-Based) and 309 metric tonnes of CO_2 equivalent (Market Based) are verified by SGS to a limited level of assurance, consistent with the agreed verification scope, objectives and criteria.

Verified emissions by scope are as follows:

Scope 1 (Direct): 309 tCO_2e

Scope 2 – Location based (Indirect): 2,356 tCO_2e

Scope 2 – Market-based (Indirect): 0 tCO_2e

Scope 3 – Water – 14 tCO_2e

Scope 3 – Waste (excludes non store facilities)– 39 tCO_2e

Health & safety, people and community investment data

SGS concludes with limited assurance that there is no evidence to suggest that the reported data is not materially correct and is not a fair representation of data and information, and is not prepared following the requirements of Big Yellow's 'Basis of reporting 2021/22', and the GRI Report Quality principles of Accuracy, Balance, Clarity, Comparability, Reliability, and Timeliness.

Good practice and opportunities for improvement

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

Good Practice

- People and Community data is generated from well managed systems, using clear and consistent reporting parameters
- Big Yellow operates a robust data collection process and the GHG data reporting platform used was found to be robust enough to provide accurate and consistent data reporting when tested.

Opportunities for Improvement

- Consider using an online reporting database for managing health and safety reports at stores and fit-out sites.
- Continue efforts with obtaining detailed waste data and water data based on actual rather than estimated data.
- We encourage Big Yellow to continue to extend the scope of data assurance to additional People and Community KPIs in future years.

Signed:

H. Crick
UK Business Manager

For and on behalf of SGS United Kingdom Ltd

Rossmore Business Park, Ellesmere Port, Cheshire CH65 3EN

Date: 11 May 2022

Note: This Statement is issued, on behalf of Big Yellow, by SGS United Kingdom Ltd, Rossmore Business Park, Inward Way, Ellesmere Port, Cheshire, CH65 3EN ("SGS") under its General Conditions for GHG Validation and Verification Services. The findings recorded hereon are based upon an audit performed by SGS. A full copy of this statement and the supporting GHG Assertion may be consulted at Big Yellow and address. This Statement does not relieve Big Yellow from compliance with any bylaws, federal, national or regional acts and regulations or with any guidelines issued pursuant to such regulations. Stipulations to the contrary are not binding on SGS and SGS shall have no responsibility vis-à-vis parties other than its Big Yellow.

13. Appendix

Appendix 1 – GRI social indicators

Disclosure 102-8

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

Year ended 31 March	2019	2020	2021	**2022**
Permanent Males	216	220	222	**273**
Permanent Females	174	178	184	**220**
Temporary Males	1	2	4	**1**
Temporary Females	3	3	1	**4**
Total	394	403	411	**498**

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

Year ended 31 March	2019	2020	2021	**2022**
Permanent Stores	294	300	309	**389**
Temporary Stores	0	2	3	**4**
Permanent Bagshot*	96	98	97	**104**
Temporary Bagshot	4	3	2	**1**
Total	394	403	411	**498**

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

Year ended 31 March	2019	2020	2021	**2022**
Full Time Males	199	199	209	**249**
Part Time Males	18	23	18	**25**
Full Time Females	130	133	151	**174**
Part Time Females	47	48	33	**50**
Total	394	403	411	**498**

* This includes our Customer Support Agents (23 employees) and Operations Support, consisting of Area Managers and Store Operation Management (14 employees).

D. Whether a significant portion of the organisation's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of the work performed by workers who are not employees: No, Big Yellow's main activities are providing customer services in our stores and back office / support services in our Head Office and Distribution Centre. The majority of our staff are employed directly by the Company on permanent contacts. We occasionally utilise temporary contracts to cover maternity leave and agency workers to carry out cleaning activities where we have vacancies in our Stores.

E. There were no significant variations in number reported.

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

Disclosure 401-1

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

Year ended 31 March	2019	2020	2021	**2022**
New Starters Under 30 Years Old	57	65	47	**75**
New Starters 30-50 Years Old	37	56	39	**76**
New Starters Over 50 Years Old	6	14	7	**16**
Total	100	135	93	**167**

Year ended 31 March	2019	2020	2021	**2022**
New Starters Male	48	79	48	**83**
New Starters Female	52	56	45	**84**
Total	100	135	93	**167**

Year ended 31 March	2019	2020	2021	**2022**
New Starters Stores	80	112	85	**154***
New Starters Bagshot	20	23	8	**13***
Total	100	135	93	**167***

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

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

Year ended 31 March	2020	2021	**2022**		2020	2021	**2022**
Leavers Under 30 Years Old	61	32	**68**	Turnover Under 30 Years Old as % of Cumulative March Company Headcount	15%	8%	**13.9%**
Leavers 30-50 Years Old	54	43	**87**	Turnover 30-50 years Old as % of Cumulative March Company Headcount	14%	11%	**17.8%**
Leavers Over 50 Years Old	13	9	**19**	Turnover Over 50 years old as % of Cumulative March Company Headcount	3%	2%	**3.9%**
Total	128	84	**174**	Total as % of Cumulative March Company Headcount	32%	20%	**35.6%**
Year ended 31 March	2020	2021	**2022**		2020	2021	**2022**
Leavers Male	73	42	**87**	Turnover Male as % of Cumulative March Company Headcount	18%	10%	**17.8%**
Leavers Female	55	42	**87**	Turnover Female as % of Cumulative March Company Headcount	14%	10%	**17.8%**
Total	128	84	**174**	Total as % of Cumulative March Company Headcount	32%	20%	**35.6%**
Year ended 31 March	2020	2021	**2022**		2020	2021	**2022**
Leavers Stores	105	72	**154***	Turnover Stores as % of Cumulative March Store Headcount	35.3%	23.6%	**41.3%**
Leavers Bagshot	23	12	**13***	Turnover Bagshot as % Cumulative March Bagshot Headcount	23.2%	11.8%	**13.0%**
Total	128	84	**167***	Total as % of Total Cumulative March Company Headcount	32%	20%	**35.6%**

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

13. Appendix (continued)

Disclosure 401-2

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

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

2. Healthcare – offered to more senior Head Office employees on completion of probationary period, whether full time or part time and also to all employees in Head Office or Stores (both full time and part time) with 10 years' service.

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

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

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

6. Stock Ownership – Sharesave Scheme offered to all employees with six months service at date of invitation. In addition, long term incentive scheme annually for full and part time Head Office employees and Store Managers.

Disclosure 401-3

Year ended 31 March		2019	2020	2021	**2022**
A. Total number of employees that were entitled to parental leave[24] by gender	female	308[25]	155	151	**168**
	male		183	197	**232**
B. Total number of employees who took parental leave by gender	female	1	0	0	**0**
	male	0	1	0	**0**
C. Total number of employees that returned to work in the reporting period after parental leave ended, by gender	female	1	0	0	**0**
	male	0	0	0	**0**
D. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender	female	0	0	0	**0**
	male	0	0	0	**0**
E. Return to work and retention rates of employees that took parental leave, by gender	N/A	N/A	N/A	N/A	**N/A**

Disclosure 403-2

Year ended 31 March	2019	2020	2021	**2022**
% of Hours Lost in Absence Stores	1.5%	2.0%	2.4%	**1.5%**
% of Hours Lost in Absence Bagshot	1.4%	1.4%	0.5%	**1.0%**
% of Hours Lost in Absence Company	1.5%	1.9%	1.7%	**1.3%**

Please note: 'Hours lost' includes all paid and unpaid sickness excluding Covid-19 related absences. % of hours lost is calculated based upon the total number of hours lost in each category divided by the total number of hours available to work in each category.

Disclosure 404-1

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

Year ended 31 March	2019	2020	2021	**2022**
Average Hours of Training for Males	33.2	36.0	29.3	**35.8***
Average Hours of Training for Females	32.6	34.2	32.6	**36.0***

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

* Indicates data reviewed by SGS. See page 54 for their independent assurance report.

Year ended 31 March	2019	2020	2021	**2022**
Average Hours of Training for Stores	35.8	39.7	34.7	**40.7**
Average Hours of Training for Bagshot	22.4	21.6	19.0	**17.9**

Disclosure 404-2

Type and scope of programmes implemented, and assistance provided to upgrade employee skills:

1. We have 6 development programmes, all designed to develop key management and leadership skills. These include:

a) A one year Sales Advisor development programme (Inspire) designed to build confidence and prepare individuals for the next step in their career

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

c) A two-year Store Manager programme (Lead) which encourages Managers to look beyond their current role by developing the skills they will need for senior management roles within the business

d) An on-going development programme for Area Support Managers consisting of one to one coaching, eLearning and attendance at conferences and events

e) An on-going development programme for Area Managers consisting of workshops and one to one coaching

f) An ongoing development programme for more senior managers consisting of workshops throughout the year

2. We run a number of internal training courses for Managers across the business which focus on management and personal skills, this includes coaching, performance management, motivating and creating engaged teams, impact, and time management

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

25 Not broken down by gender.

13. Appendix (continued)

3. We have a Development Library where individuals are encouraged to promote their own development through borrowing books and downloading self-help apps

4. Our staff are encouraged to attend external seminars and conferences to develop their perspective externally, build on knowledge and initiate ideas

5. We offer Apprenticeships up to Level 5 in subjects such as Business Administration, Facilities and Customer Service. This enables individuals to develop key personal and business skills, whilst acquiring recognised formal qualifications

6. We support individuals to complete professional qualifications such as CIPD, CIMA, BIFM through funding and paid study leave

7. We offer several psychometric tools including Myers Briggs, Belbin, Team Roles and 16PF which enable individuals to identify specific aspects of their behaviour and personality which they would like to develop further

8. Store staff complete an induction programme comprising of a series of on-line Induction Modules, internal courses, webinars and on the job training to ensure that they have all the operational skills required to fully complete their role

9. We use on-line training to develop individual's knowledge of a range of subjects including personal and business skills, wellbeing, management development, GDPR, Information Security, Manual Handling, Modern Slavery and Display Screen Equipment

10. We run a series of operational workshops across the business on an annual basis which focus on a different operational need. Previous workshops have included developing commerciality, customer experience and sales

11. All store staff complete both practical and theory-based forklift training

12. All individuals can attend First Aid and Fire Safety training courses to enable them to develop these essential skills

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

Disclosure 404-3

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

Measurement Unit	Year ended 31 March	2019	2020	2021	**2022**
Percentage of Appraisals Completed	Management Stores	N/A	93%	99%	**100%**
	Management Head Office	N/A	69%	67%	**62%**
	Non-Management Stores	N/A	87%	99%	**99%**
	Non- Management Head Office	N/A	76%	95%	**92%**
	All Employees	54.6%	87%	95%	**94%**

Disclosure 405-1

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

Male / Female – Stores	2019	2020	2021	**2022**
Percentage of Male Employees in Stores	58%	56%	55%	**55%**
Percentage of Female Employees in Stores	42%	44%	45%	**45%**
Total	100%	100%	100%	**100%**
Male / Female – Bagshot	2019	2020	2021	**2022**
Percentage of Male Employees in Bagshot	47%	52%	55%	**57%**
Percentage of Female Employees in Bagshot	53%	48%	45%	**43%**
Total	100%	100%	100%	**100%**

Age – Stores	2019	2020	2021	**2022**
Percentage of Under 30 Years Old in Stores	43%	39%	36%	**31%**
Percentage of 30-50 years Old in Stores	52%	55%	57%	**59%**
Percentage of Over 50 years Old in Stores	5%	6%	7%	**10%**
Total	100%	100%	100%	**100%**

Age – Bagshot	2019	2020	2021	**2022**
Percentage of under 30 years old in Bagshot	15%	14%	12%	**10%**
Percentage of 30-50 years old in Bagshot	60%	61%	59%	**60%**
Percentage of over 50 years old in Bagshot	25%	25%	29%	**30%**
Total	100%	100%	100%	**100%**

Disclosure 405-2 – is covered by Gender Pay Gap Reporting

You can access more information
about us on our website

bigyellow.co.uk

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