

GENDER **PAY GAP REPORT 2019**



A message from James Gibson, CEO

Big Yellow is Britain's brand leader in self-storage, driven by our consistent and modern stores - which are in high profile locations across the country - as well as our people who deliver exceptional service through putting the customer at the heart of our business.

We believe that any successful business requires a motivated and engaged workforce and the creation of a fully engaged culture has always been a key focus within the Company. We encourage and enable all employees, regardless of their gender, race, background or any other characteristics, to reach their full potential as we believe that having a diverse workforce with fair representation is strategically important and generates value to our stakeholders.

During the last year, we have continued our focus on diversity and inclusion through the introduction of new policies, such as "How We Treat Our Colleagues" and reviewing our Recruitment and Family Friendly Policies. We have continued to support flexible working practices and enable our store teams to take ownership of their working hours to accommodate their personal circumstances, wherever this is possible. We also offer opportunities to work from home or remotely from another site, where this is suitable to a job role.

We have continued to focus on progression of women across the business, evidenced in particular by the following achievements:

- Big Yellow operates with a "Leadership Team" of twelve, comprising of our four executive directors, supported by another eight key executives within the business. The business is run by small sub-groups of decision-making committees, which meet regularly throughout the year and which contribute to our growth and

success. The male/female ratio of this Leadership Team was 75%: 25% in March 2018; and is now 58%: 42% in March 2020.

- We have encouraged more women to take part in our management development programmes. In the year to January 2020, 29% of Store Manager participants who completed the programme were female; more than double the 12.5 % in 2019.
- Our proportion of female Store Managers has increased from 26% in 2018 to 30% in March 2020.
- Our proportion of female Store Managers and Assistant Store Managers has increased from 33% in 2018 to 38% in March 2020.

Notwithstanding the above, our Gender Pay Gap has remained largely unchanged over the past three years, the reasons for which are explained in the narrative of this report. We continue to accept that it would be unrealistic to close this gap quickly given that all four of the Executive Directors are male and three of them were founders of the business more than 20 years ago.

Big Yellow is committed to improving our diversity and we will continue to review our policies and practices against external best practice to ensure a truly inclusive experience for all our employees.

Going forward, we will insist on gender balanced short lists for all senior roles and encourage any recruitment agencies to do the same. We will also further encourage female representation across all positions within the business, through promoting career reviews on our website and through our internal staff blog.

We will continue to encourage women to participate in our training and development programmes and have made a significant

investment in e-learning for our stores, which will result in many more development opportunities being accessible to all our employees on a flexible basis.

Our focus on employee wellbeing will continue, with all senior managers attending a Wellbeing Workshop, which will then be rolled out across the business. In addition support and advice will be introduced specifically for women going through the menopause.

In conclusion, whilst we would like to have seen a reduction in our Gender Pay Gap, we are making progress in improving the diversity of our Leadership Team and our operational management team; and we expect the further changes we have put in place to result in a reduction of the pay gap over time. We will therefore continue to maintain a flexible and innovative approach to how we recruit, retain and engage our people, ensuring that every policy and practice encourages inclusive ways of working.

I confirm that the data contained within this report is accurate and in accordance with the Equality Act 2010 (Gender Pay Gap) Information Regulations 2017.

A handwritten signature in black ink, appearing to read 'James Gibson', with a long horizontal flourish extending to the right.

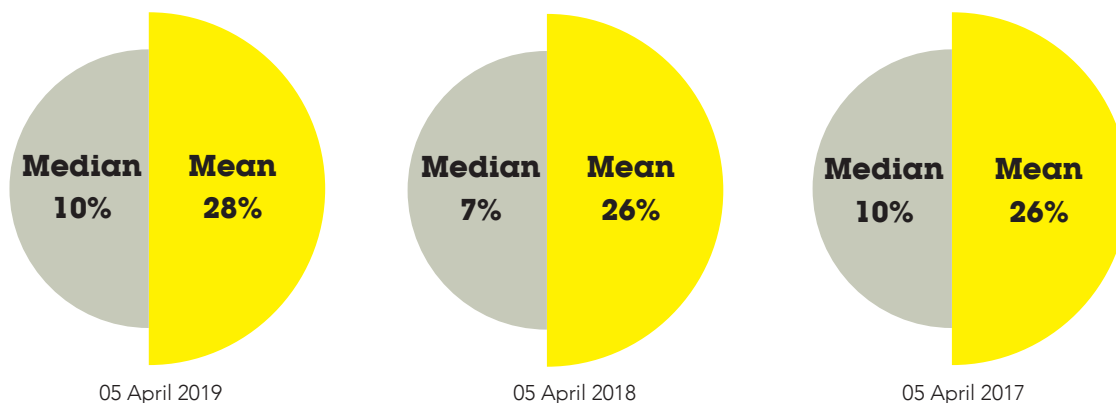
James Gibson
Chief Executive

Gender Pay Data

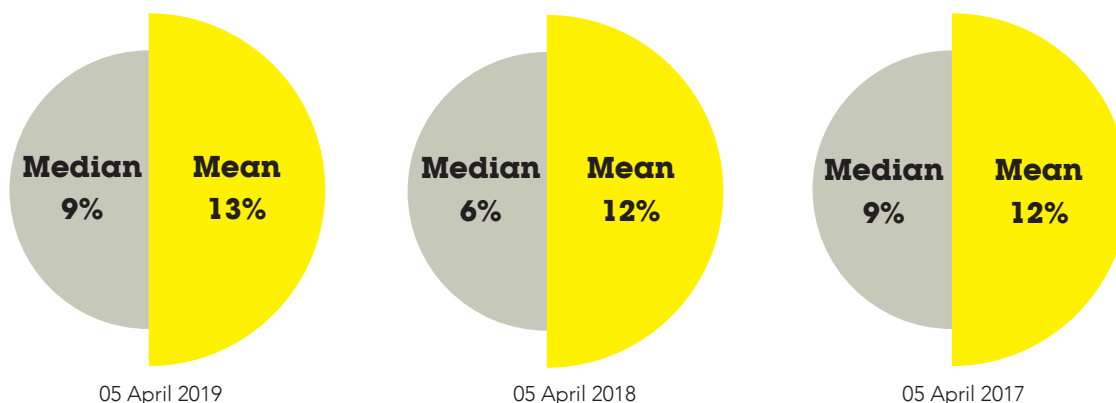
The tables below show our overall Median and Mean Gender Pay and Bonus Gap, based on hourly rates of pay as at the snapshot date of 5th April 2019 and bonuses paid in the year to 5th April 2019.

Difference between hourly earnings for men and women

All Employees



Excluding Directors



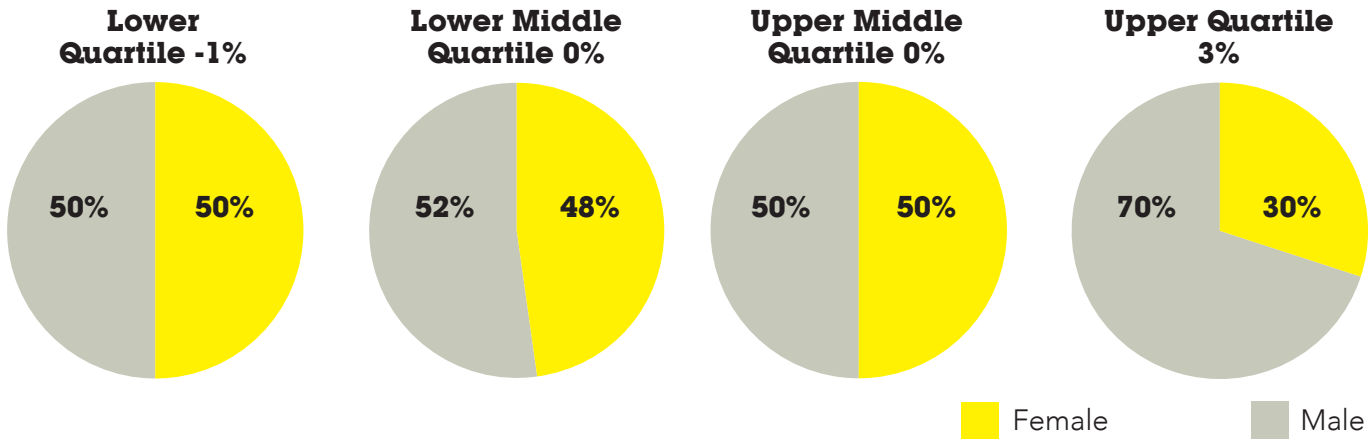
Analysis of our gender pay gap as at April 2019 shows that this arises because women hold fewer senior positions within the organisation than men - whilst women made up 44% of our total workforce in April 2019 (April 2018: 42%), all of our Executive Directors are male. Our Mean pay gap excluding the Executive Directors is 13% (April 2018: 12%).

In addition to the above, our Gender Pay Gap is significantly affected by the fact that three of our four Executive Directors have held their positions since the Company was founded in September 1998, with no other Executive recruitment having taken place other than for a Chief Financial Officer in 2007. Further analysis of our data shows that it would take only two changes at Board level to reduce the gap to 6%.

Whilst our pay gap looks to have increased between April 2018 and April 2019, the calculations in 2018 do not include the Executive Directors' pay rise (which was paid in July 2018 and backdated to April 2018) and a male senior manager also reduced his hours to work part time. If the Executive Directors had received their pay rises in April 2018 instead of July 2018, the Mean pay gap for all employees would have been 28% in the prior year.

The calculations for 2019 therefore include a pay rise for the Executive Directors for both 2018 and 2019 and payment in lieu of pension for a male senior manager who would otherwise exceed his lifetime allowance.

Median Gender Pay by Quartile



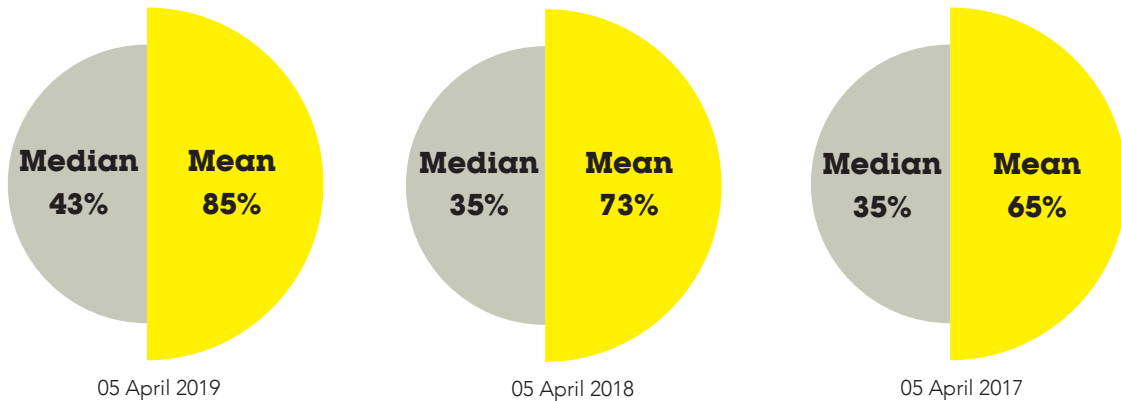
It is pleasing to see positive movement in three out of the four pay quartiles with a 5 percentage point increase in female representation in the Upper Quartile, compared to 2018 (25%), as a result of recruiting more females at this level. Similarly, there is a 3 percentage point increase in female representation in the Upper Middle Quartile compared to 2018 (47%), again due to recruiting more female managers within this quartile. Within the Lower Quartile it is positive to see an equal split between males and females (2018: 61% male and 39% female).

The salaries of our Store and Customer Support employees are paid in accordance with set pay bands meaning that the salaries for female employees within the Lower and Lower Middle Quartiles are 100% of their male equivalents.

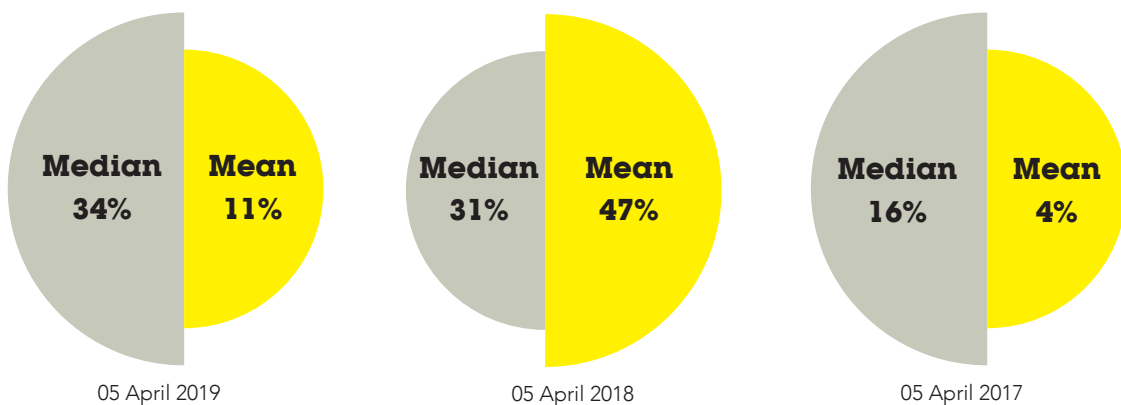
Bonus Pay Data

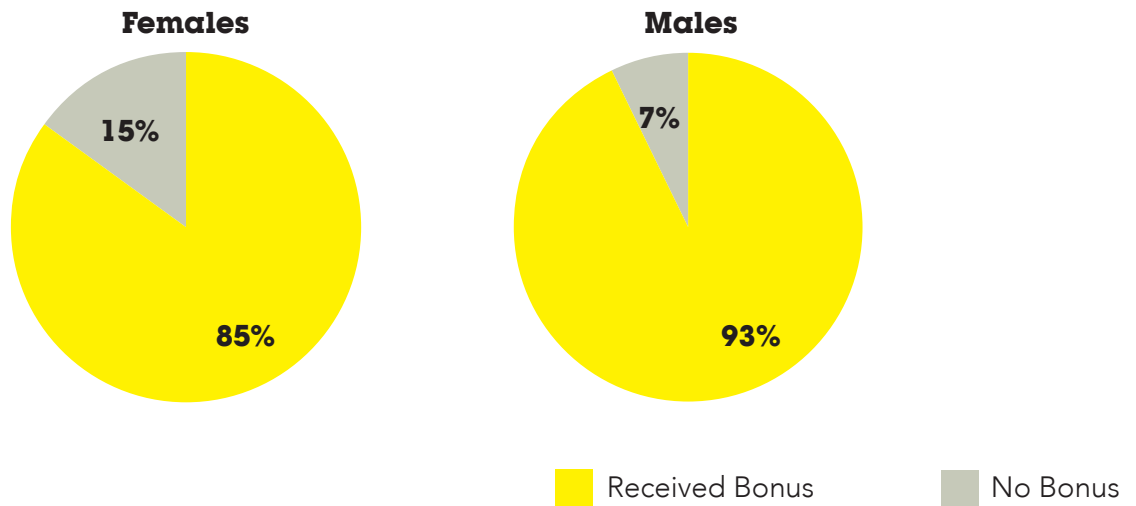
Difference between bonus paid to men and women

All Employees



Excluding Directors & Part Time Employees





All of our employees are in a performance related bonus scheme, which is paid as a percentage of salary. Our bonus pay gap for 2019, is largely a consequence of the inclusion of the Executive Directors' bonuses, as well as a three-year Long Term Bonus Plan (LTBP) vesting and being exercised during the year. If we were to remove these bonus figures from our calculations our bonus pay gap for the year would be reduced to a Mean of 65% and a Median of 42%, which compares more favourably with 2018 (73% and 35%) and 2017 (65% and 35%).

Our bonus pay gap is also affected by the fact that only 41% of our full-time employees are female (April 2018: 41%). If we exclude Executive Directors and part-time employees from our calculations, our mean bonus gap falls to 11% (April 2018: 47% and 2017: 4%). It should also be noted that the awards exercised between 2018 and 2019 are however not like-for-like as, whilst a three-year scheme applies to all participants, it is up to the individual as to when they exercise their options and this therefore affects when payment is made.

In relation to those employees who did not receive a bonus payment, if we were to adjust for employees who were not employed during the period to which the bonus related, 100% of females and 100% of males who were eligible to receive a bonus did in fact receive one.