BIG YELLOW SELF STORAGE

INCLUSIVITY AND DIVERSITY REPORT 2026

A WORD FROM OUR CEO

I firmly believe that fostering a culture of inclusivity and diversity within Big Yellow is not only the right thing to do, but also essential for our success and growth. By embracing and celebrating differences, we create an environment where every individual feels valued and empowered to contribute their unique perspectives. This commitment drives innovation, attracts top talent and strengthens our connection with the diverse communities we serve.

Over the past year, we have made significant strides in advancing inclusivity and diversity. Our key achievements include launching a new Harassment Policy and providing comprehensive training to all staff, developing Promotion Toolkits to ensure equitable career progression and introducing an Inclusivity and Diversity dashboard to enhance recruitment processes. We have facilitated apprenticeships, modernised our Neurodiversity Support resources and raised awareness around dyslexia and neurodiversity.

Our partnerships with our Foundation charities have continued to grow, with the Big Yellow Foundation donating a total of £413,995 to its charities across the course of the year. In addition, our team members volunteered a total of just under 800 hours to support our Foundation charities. We offered work placements, mock interviews and Interview Skills Workshops to clients of our charity partners, broadening access to employment opportunities for them.

In line with our Gender Pay Gap Reporting this year, I am pleased to confirm that we have published our voluntary action plan, outlining the steps we have taken and plan to take to strengthen gender equality in the workplace and ensure equal opportunities for women and men.

Our priorities for the year ahead, which will guide the work of our Inclusivity and Diversity Committee, include increasing awareness and understanding of menopause, equipping managers to support colleagues during pregnancy and on their return from maternity leave, and creating a dedicated family-friendly intranet page.

We will enhance fairness and transparency by clearly documenting our promotion, pay review and bonus processes, alongside introducing consistent interview questions and structured scoring.

A WORD FROM OUR CEO

We will also expand development opportunities through mentoring for Store Managers, unconscious bias and Talent Map training for managers, and more accessible virtual and micro-learning. In addition, we will promote our family-friendly policies on our careers site and in job adverts to encourage more applications from women and increase female representation in senior roles.

Together, these achievements and priorities reflect our continued commitment to embedding inclusivity and diversity in everything we do. By building on this progress, we will ensure that Big Yellow remains a welcoming, dynamic and forward-thinking workplace where every colleague feels valued, supported and able to thrive.

I confirm that the gender pay gap information in our Inclusivity and Diversity Report 2026 is accurate and has been calculated in line with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

JOHN HUNTER
CEO

OUR PROGRESS THIS YEAR

During the course of the year we worked with five of our Foundation Charities (Down's Syndrome Association, St Giles Trust, Working Chance, Back Up Trust and Street League) to offer thirteen **work placements** within our stores.

We developed a series of **Promotion Toolkits** designed to support employees from diverse backgrounds, ensuring equitable access to career progression opportunities and fostering an inclusive workplace culture.

We began offering **mock interviews** to clients and from October 2026, 13 interviews were conducted between **Working Chance** clients and members of the Big Yellow team.

To ensure that every team member has the opportunity to access training, we have introduced a new **flexible Induction** course for all part-time team members. This program is designed to accommodate individual schedules, allowing team members to complete their training at a pace that works best for them. By offering this flexibility, we aim to make onboarding smoother, more convenient and more effective for everyone.

Our Neurodiversity Workplace Assessor provided support to 11 team members with **ADHD, Dyscalculia or Dyslexia** over the last year.

We agreed with our apprenticeship providers to facilitate the recruitment of candidates into Sales Advisor roles whilst they complete a **12–18 month apprenticeship**, alongside their role.

We undertook a comprehensive review of the structure and functions of our **Inclusivity and Diversity Committee.** As a result, we established two dedicated subcommittees; one with a focus on gender and the other on ethnicity. Each subcommittee is led by a senior manager and convenes regularly to discuss progress and challenges. Updates from these subcommittees are presented to the main Inclusivity and Diversity Committee during our quarterly meetings, ensuring continuous communication across all levels.

We updated the **Neurodiversity Support** Page on our Intranet to make it easier for our team members to request and receive support.

We introduced **automated emails** to collect feedback from candidates who leave their applications incomplete. The insights gained will help us identify the reasons behind applicant drop-off and enable us to improve application rates, especially among underrepresented groups.

We introduced a **Harassment at Work Policy** that outlines our commitment to taking all reasonable measures to prevent harassment and explains the procedures that will be followed should any incidents arise. All managers and staff received training on their obligations under this policy.

We promoted **dyslexia awareness** across the Company by sharing posts for Dyscalculia Awareness Day and Dyslexia Awareness Week, producing a video highlighting our support for team members and offering practical advice for colleagues with dyslexia.

OUR PROGRESS THIS YEAR

As part of our ongoing commitment to enhancing our brand profile and reputation as an **employer that values diversity**, we have maintained a regular presence on Facebook and LinkedIn. Throughout the year, we have shared content highlighting our workplace culture, celebrating religious festivals, marking LGBTQIA+ milestones, and raising awareness of gender and mental health topics.

We undertook a comprehensive review of our website's careers pages and launched a **dedicated mini-site** via our Applicant Tracking System, which is now visible to prospective candidates on our vacancies homepage. These improvements have enabled both platforms to better reflect our organisational culture and the diverse backgrounds of our team.

Following the changes to our careers pages, we have seen a **3.7% growth in applications from individuals from ethnic groups** as well as a **12.2% uplift in applicants aged 18 to 24.**

We have continued to prioritise the growth and development of female team members across the business. Over the past year, this focus has resulted in an average of **46 hours of professional development per female team member,** reflecting our commitment to supporting their skills, career progression and long-term success.

We ran two Interview Skills Workshops for our Foundation charities, St Giles and Street League. The workshops offered advice and support to help their clients in securing employment.

Our Neurodiversity Workplace Assessor has enhanced their expertise over the year by completing five courses on **dyslexia, ADHD, managing neurodiverse employees** and **autism**.

As part of our commitment to supporting the growth of female team members, we have introduced a **Mentoring Programme**. This initiative provides guidance, shares experience and creates opportunities for professional growth, helping women build confidence and advance their careers.

We are proud that 56% of participants are female, reflecting strong engagement and the programme's focus on empowering women to take the next step in their careers. By connecting mentees with experienced mentors, we foster a supportive environment where women can develop leadership skills and pursue their ambitions with confidence.

Our team members speak over 40 different **languages,** details of which are all accessible through our Intranet, to support both our customers and colleagues.

Half of the team members participating in our **Sales Advisor development programme** were women, demonstrating a strong level of gender representation within this key talent pipeline. This balance reflects our ongoing commitment to fostering an inclusive environment where individuals have equal access to development opportunities, regardless of gender.

We promoted how we support team members with dyslexia through a video walk through of a **dyslexia assessment.**

OUR PROGRESS IN NUMBERS

50%

of our senior leadership team are women.

(41.7% in 2025)
(1)

776

hours were volunteered to our Foundation charities by our team members.

(400 hours in 2025)

£533,441

Total income received by the Big Yellow Foundation to March 2026.

(£443,652 in 2025)

46%

of team members participating in our Store Manager development programme are from an ethnic minority group

(0% for the scheme ending in 2024)
(2)

(1) Senior leadership team is key Department Heads
(2) Programme runs for 2 years so comparative scheme ended 2024

OUR PROGRESS IN NUMBERS

£2.35M

total cumulative income for the Big Yellow Foundation as at 31st March 2026

(31st March 2025 £1.9M)

53%

of team members participating in our Assistant Store Manager Development programme were women

(36% for the programme ending in 2025)

75%

of team members who achieved an Apprenticeship were women

(25% in 2025)

£413,995

of grants were paid out to our charity partners between April 2025 and March 2026.

(£345,199 for the year April 2024 to March 2025)

OUR PROGRESS IN NUMBERS

58%

of team members promoted internally within our stores were women.

(25% in 2025)

23%

of our team members within the Company are over 50.

(21% in 2025)

£1,210,308

of free space was donated for community or charity use for the year April 2025 to March 2026.

(£869,944 of free space was donated for the year April 2024 to March 2025)

64%

of team members who are currently completing an Apprenticeship are women.

(43% in 2025)

WHAT OUR PEOPLE SAY

As a Store Manager who has relocated from another country, my journey has been shaped by both challenge and growth. Adapting to a new professional environment required resilience, openness and a willingness to learn. The inclusive culture within the organisation has played a significant role in my success and it also made me feel valued. I now firmly believe that diversity of background and experience strengthens a team and drives a better outcome.

Being selected as a mentor in such a short time has given me the opportunity to give back and extend this experience to my colleagues. Supporting a fellow female team member also allowed me to foster a safe and encouraging space where she can develop her skills, share her perspectives and overcome any barriers. I am very much passionate and believe in empowering women to recognise their potential and navigate their own career path through confidence.

Shweta
Mentor

Throughout my life, I have always felt that dyslexia has held me back, both at school and in the workplace. Anything academic, including reading, writing and learning new things, has often been challenging for me and has impacted my confidence, especially in the workplace.

Since joining Big Yellow over two years ago, all of this has changed for me. I spoke to my Manager about my challenges and she referred me to the Company's Neurodiversity Expert, for a dyslexia assessment. That was a real turning point. It didn't just highlight the areas I needed support with, it also showed me my strengths, which gave me a big confidence boost.

The biggest difference though, has been the support from everyone at Big Yellow. People are understanding, patient and supportive and that has made me feel comfortable being open about it. I have never had support with my dyslexia in the workplace before. Now, I feel much more confident and no longer see dyslexia as something that holds me back.

James
Sales Advisor

WHAT OUR PEOPLE SAY

I'm proud to support people through our partnership with Working Chance. Through training with the charity, I regularly take part in mock interviews to help people with convictions prepare to return to work. I'm passionate about this because I truly believe everyone deserves a second chance.

Being able to help someone build confidence, practice their interview skills and realise their potential is incredibly rewarding.

I feel privileged working for a company that shares the same values and I work in an environment that encourages me to expand my role by taking on diverse responsibilities across multiple areas of the business.

Nick
Hiring People with Convictions Mentor

In my role as Talent Manager, I help to champion inclusivity and diversity by ensuring our recruitment process is fair and transparent for all candidates.

I recently introduced a new Applicant Tracking System, which has led to an increased number of candidates and allowed applicants to make better-informed decisions. We have also established a partnership with an apprenticeship provider to help more young people balance employment with their ongoing professional development.

As part of the Inclusivity and Diversity Committee, I analyse recruitment data to find gaps in underrepresented groups and collaborate with others to improve our hiring practices, reflecting our dedication to a diverse and inclusive workforce.

Jamie
Inclusivity and Diversity Committee Member

WHAT OUR PEOPLE SAY

I'm delighted to have joined the Inclusivity and Diversity Committee, as my journey at Big Yellow has been incredibly affirming. As an out gay man, I've spent nearly 15 years here feeling respected, supported, and empowered to be my authentic self. I'm committed to helping ensure that every employee and customer experiences the same sense of acceptance that I've been fortunate to enjoy.

For the past three years, I've had the privilege of being the line manager for Josh, who joined us on a work placement through the Down's Syndrome Association. He excelled in his role as a General Assistant and was soon offered a permanent position. Seeing the impact of our partnerships with charities and workplace programmes, creating opportunities for people who might otherwise be overlooked, makes me incredibly proud.

Since joining the Inclusivity and Diversity Committee, I've become part of the race and ethnicity work group, contributing to our strategy for a more inclusive workplace. I'll also be playing an active role in shaping Big Yellow's LGBTQIA+ policies and long-term inclusion strategy.

Marcus
Inclusivity and Diversity Committee Member

Having a mentor has given me the space to learn in a supportive and open environment. My mentor has shared his knowledge, experience and perspective, helping me to better understand not just the operational side of the business but also how to lead with confidence, empathy and inclusivity. Through regular conversations and guidance, I've been able to reflect on my own approach, build on my strengths and identify areas where I can continue to grow.

One of the biggest benefits of my mentorship has been gaining confidence in my decision making and leadership style. Being able to ask questions, discuss challenges and receive honest feedback has helped me feel more empowered in my role. It has also encouraged me to think more inclusively, considering different perspectives and ensuring that everyone in the team feels valued and heard.

Mentorship not only supports individual growth but also strengthens the wider team by building trust, collaboration and a more inclusive workplace culture.

Tez
Mentee

WHAT OUR WORK PLACEMENTS SAY

St Giles

AZIZ

What was your role during your placement?
I worked as a General Assistant. Giving general support and the first point of contact for customers at the front desk.

What does a typical day look like for you at Big Yellow?
Doing deliveries, walking around the building ensuring everything is running smoothly and moving people in to their new storage units.

What skills have you been able to use or develop in this role?
I gained a lot of IT skills, more knowledge with everything to do with storage, organisation, attention to detail and I am more immersive when it comes to customer service and satisfaction.

How has this placement helped you grow personally or professionally?
It has made me see eye to eye with myself, taking responsibility seriously and living a professional adult working life.

What's been the highlight of your experience?
Messing up, making mistakes, owning them and using the experience to improve myself has been the highlight for me. It's been good seeing my own progress.

What would you say to someone considering a similar opportunity?
Try something different in your life, maybe you could fit into places you wouldn't think you could.

WHAT OUR WORK PLACEMENTS SAY

back up
transforming lives after spinal cord injury

Jolan sustained a spinal cord injury in 2020 and now uses a wheelchair. Adjusting to life after injury brought many new challenges, especially around mobility and regaining her independence.

Before her injury, Jolan worked as a maths teacher. After a period away from employment she wanted to explore what kind of work might be possible now.

She first discovered Back Up in 2021 through social media. Attending Back Up's Careers Fair in Birmingham gave her the guidance and encouragement she needed to start thinking about getting back into the workplace.

This then led to a supported work placement with Big Yellow at their Watford store in spring 2025. It was her first experience of employment since her injury.

"Travelling to the office was a challenge at first and I hadn't done customer service before. But everyone was so supportive – both at Big Yellow and Back Up. That made a huge difference."

During her placement, Jolan supported the team with customer sales and enquiries, gaining valuable experience in a new sector and growing in confidence each week.

The placement helped Jolan realise she could adapt to a new type of working environment. It also refreshed the skills she had and highlighted how much she can offer an employer.

"I feel much more confident now. I've gained new skills and proved to myself that I can work again. I'm now actively looking for job opportunities closer to home."

JOLAN

The support from Back Up and Big Yellow helped me believe in myself again. I didn't know what I'd be able to do after my injury but now I feel like I have a future I can shape."

WHAT OUR WORK PLACEMENTS SAY

WORKING CHANCE

Fatima's* Employment Coach at Working Chance suggested a 12-week retail placement with Big Yellow. She joined her local store in November 2025 and she described the team as "excellent", supportive, patient and encouraging.

The placement gave her the in-person experience she had been missing, as most of her previous customer service work had been online. She supported customers in store, worked closely with colleagues and helped keep the site organised and welcoming. She particularly enjoyed refreshing and organising storage spaces, as well as having the routine and structure that the placement provided.

"I realised I could interact with customers very well and work as part of a team. The staff were amazing, it was just a great place to work, especially my manager and colleagues."

At first she found understanding the pricing, discounts and space calculations challenging but her manager and colleagues took the time to explain the process and supported her to learn at her own pace. Over the 12 weeks, she recognised she could interact with customers confidently and contribute positively as part of a team, which helped build her self-belief.

Her advice to anyone considering a placement is simple: "I would say go for it, you'll only gain, you won't lose".

*name has been changed

A WORD FROM BIG YELLOW FOUNDATION PARTNER BACK UP TRUST

backup Partners in possibility after spinal cord injury

In the UK, research has found only 30–40% of working age people with a spinal cord injury return to employment, despite strong evidence that work significantly improves physical health, mental wellbeing and quality of life.

Prolonged unemployment increases the risk someone may never return. Despite this, stigma, low expectations and lack of confidence or resources early post-injury, mean that conversations about work are often delayed or avoided altogether.

Evidence shows that expectations and decisions about work are formed early after injury and are strongly predictive of long-term employment outcomes. Early, informed intervention is therefore critical to supporting return-to-work and long-term wellbeing.

This is why a grant from the Big Yellow Foundation to produce and launch a new video, aimed for use in spinal cord injury centres and through Back Up's wider services, is a vital resource.

The video was designed entirely by people living with spinal cord injury, including Back Up's expert vocation team. It aims to start breaking down barriers and features the story of Joe, who found a new purpose after injury, supported by Back Up. After it's formal launch in March 2026, the video is now being shown in spinal cord injury centres across the UK and will be also shown in group patient education sessions over the next year.

"This grant from the Big Yellow Foundation has had a tangible and immediate impact. It has enabled us to reach people at a crucial moment after injury, when expectations about work are being formed and futures shaped."

"By putting the voices and real experiences of people with spinal cord injuries front and centre, this video helps challenge low expectations and opens up conversations about what's possible. Seeing the film now being used in spinal injury centres across the UK and embedded into our education sessions means more people are being supported to think about work, purpose and independence earlier and with greater confidence."

Sophie Elwes
Head of Service Development

A WORD FROM BIG YELLOW FOUNDATION PARTNER SUPPORTING WOUNDED VETERANS

SUPPORTING WOUNDED VETERANS
REHABILITATION TO EMPLOYMENT

The £25,000 targeted grant that we received from Big Yellow in November 2025 has enabled vital delivery of our Occupation, Training and Employment (OTE) programme, supporting veterans as they transition into civilian life. The programme is designed to help those facing physical or mental health challenges identify realistic career pathways, build new skills and access meaningful work or training. Alongside practical support such as CV writing, job applications and interview preparation, the programme focuses on rebuilding confidence, independence and a sense of purpose.

This funding has been used directly to support 25 veterans, based on an average cost of £1,000 per participant, representing 35% of the programme's annual funding. Veterans engaged in OTE receive tailored, one-to-one guidance to retrain, enter education, or secure employment aligned with their individual circumstances. The programme also addresses wider wellbeing, helping reduce isolation and improve mental health through structured, purposeful activity.

The impact of this investment is clear. Currently, 233 veterans across the UK are engaged in the programme, with 155 of those suffering from post-traumatic stress injuries. Participants range in age from 34 to 51 and represent all branches of the armed forces. The programme maintains a strong success rate, with around 90% progressing into employment, training, or meaningful occupation, demonstrating sustained improvements in both quality of life and long-term stability.

Alice van Cutsem
General Operations Manager

A WORD FROM BIG YELLOW FOUNDATION PARTNER DOWNS SYNDROME ASSOCIATION

WorkFit is the Downs Syndrome Association's (DSA's) employment programme which connects employers and jobseekers who have Down's syndrome. This successful programme is now at a pivotal stage as it needs to enhance its marketing thereby helping the initiative to reach more people who have Down's syndrome, who want to secure employment and in turn, more employers who want to be included in WorkFit.

We applied for a grant to fund the production of four videos to demonstrate the experiences of people who have Down's syndrome in the workplace and how the DSA and employers are supporting them to find and remain in work. We also created a film to showcase the support of Big Yellow in employing Joshua on a permanent contract.

The new WorkFit videos showcase the abilities of people who have Down's syndrome in the workplace and the support of the employers that we partner with. The funding received has covered the costs of filming, editing and producing the films for raising awareness of the WorkFit programme.

The films provide a powerful visual representation of the advantages of the WorkFit programme for all stakeholders. We have already promoted a number of them across our social media accounts and on the DSA YouTube channel. We have received regular and extremely positive feedback about how they are able to show the success of supported employment for people who have Down's syndrome and how they are making a valuable contribution in the workplace.

Employers are able to hear from other individuals in organisations who have worked with WorkFit and understand their experiences and similarly people who have Down's syndrome and their families can see and hear from people in jobs in a range of industry sectors.

In short, films like this make the programme accessible to everyone and support our goals of a presumption of employment and full inclusion for people who have Down's syndrome.

Chris Rees
Information Associate

DOWN'S SYNDROME ASSOCIATION

A WORD FROM BIG YELLOW FOUNDATION PARTNER STREET LEAGUE

Our targeted grant from Big Yellow was focused on rolling out organisation-wide neurodiversity training to ensure Street League staff are better equipped to support neurodivergent young people. We identified a clear need to invest in this training as many young people we support face systemic barriers such as delayed diagnosis, stigma and a lack of safe spaces, all of which can impact their engagement and progression into employment. To address this, the grant was specifically targeted at building staff confidence and knowledge, so neurodivergent young people feel supported and able to thrive across our programmes.

Since receiving the grant, our HR team has scheduled seven full-day training sessions with specialist provider Ivison Trust, running virtually from April to October. Sessions are capped at 15 employees to allow the provider to tailor content and encourage open discussions ensuring staff feel comfortable asking questions and reflecting on practice. Budget has also been allocated to ensure new starters can complete the training once they are settled into their roles, helping us to embed this approach long-term as teams grow.

Alongside this, staff will also have access to more in-depth ADHD and autism training, helping them build a stronger understanding of lived experience and how to adapt their approach day to day. Taken together, this rollout gives staff greater confidence to spot neurodivergence earlier, respond more effectively and create environments where young people feel safe and supported. Ultimately, the grant helps us reduce barriers and better support neurodivergent young people into sustained employment.

Jess Gatfield
Corporate Partnerships Manager

A WORD FROM BIG YELLOW FOUNDATION PARTNER ST GILES TRUST

St Giles

In June 2025 we received a £20,000 target grant for our Skills, Employment and Training (SET) team.

The St Giles SET team supports young people who are marginalised from the labour market, including care leavers, those involved in the criminal justice system and young people with special educational needs and disabilities, or those out of the traditional education system.

With the generous support of The Big Yellow Foundation, St Giles sought to fund alternative, tailored education and training pathways that build skills, confidence and progression towards sustainable employment.

Since receiving the grant, we have supported 7 young people to complete courses in areas they are passionate about pursuing careers in. These have included construction industry certificates, PAT testing and targeted tutoring to help one young person to achieve the grades needed to progress to sixth form. These opportunities give young people purpose, direction and a vital first step into the world of work at a moment when many feel there is no path forward.

Without this funding, we would not have the dedicated resources to support clients in this way and The Big Yellow Foundation's support has been and will continue to be truly transformative for the young people we work with.

Emma Long
Partnerships Manager

Big Yellow Self Storage
5,325 followers
1w •

Big Yellow has offered over 10 work placements over the last 12 months.

We team up with our Foundation Charity Partners — St Giles, Down's ...more

Big Yellow Self Storage reposted this

Street League
7,514 followers
9mo •
+ Follow

Empowering Futures at Big Yellow Self Storage!

Recently, 7 inspiring young people joined us at Big Yellow's flagship store in ...more

Big Yellow Self Storage reposted this

St Giles
8,810 followers
4mo • Edited •
+ Follow

That's a wrap! It was an absolute pleasure spending the week at the Winter By The River Christmas market. A huge thank you to London Bridge City and Tudor Markets for having us! ...more

OUR SOCIAL MEDIA

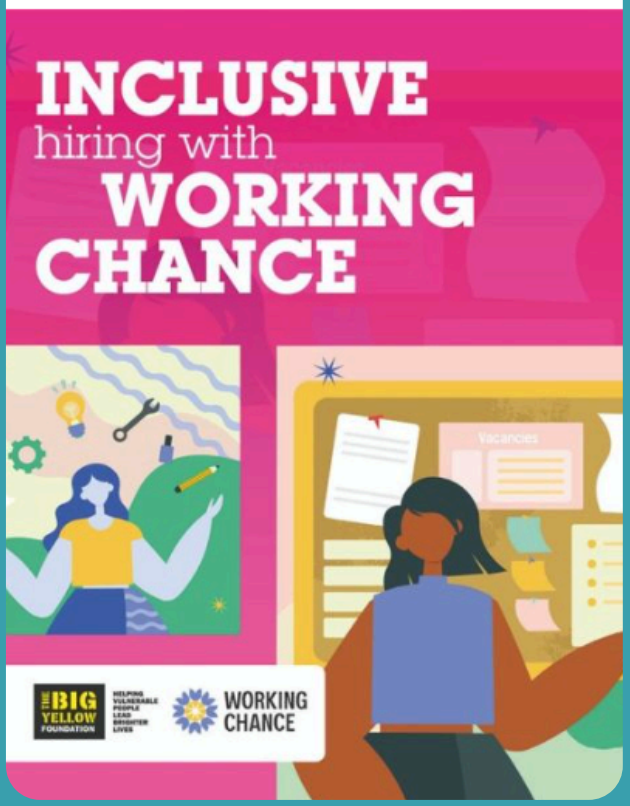
Big Yellow Self Storage
5,325 followers
6mo • Edited •

£2 million raised.

We have officially reached over £2 million in total income for The Big Yellow ...more

Big Yellow Self Storage
5,409 followers
1mo •

We are proud to highlight our Big Yellow Foundation charity partner Working Chance and the life changing work they do to support women facing significant barriers to employment.... more



EMPLOYEE VOLUNTEERING

Volunteering at The St Giles' Pantry was a really rewarding experience for me.

The Pantry is a community service that provides food and essential items to local people, supporting those who may be struggling with the cost of living. Knowing this made me feel even more motivated to get involved and contribute.

My main role was helping to organise the store, so it felt welcoming and easy for customers to navigate, creating a positive experience for everyone who came in.

This made me realise how small details can make a big difference to people's comfort and dignity. What stood out to me the most was seeing the real impact The Pantry has on the local community.

Sally
Area Manager

In September 2025, I had the privilege of volunteering with Back Up at their 'Front Row, Next Gen' event. It was a fantastic opportunity to meet inspiring people united by a great cause and to hear first-hand how Big Yellow's fundraising supports those with spinal cord injuries. The stories shared were truly extraordinary and left a lasting impression on me.

I left feeling motivated to raise as much as I can, knowing the real difference it makes. The evening itself was also a lot of fun. I was tasked with selling raffle tickets, with some friendly competition between volunteers to see who could sell the most.

Volunteering has given me a greater appreciation of how fortunate I am and reinforced that giving back is always worthwhile. I would recommend it to anyone.

Raheem
Area Support Manager

EMPLOYEE FUNDRAISING

Last summer I asked if anyone from my area would like to join me on a nice walk in countryside in order to raise money for the Big Yellow Foundation.

It was great to see that 10 of my fellow colleagues arrived at the starting point in the village of Rivington, rucksacks packed, walking boots on, dog treats at the ready and all eager to start. What I didn't tell them is that we would be making our way to the highest point on the West Pennine Moors, the mighty Winter Hill. With the sun on our backs we made our way through the valleys, round the reservoirs before making our ascent to the summit.

I'm pleased to say we all made it, a little leg weary and certainly ready for our packed lunches but all proud of the achievement we had made and the £340 that we raised for the Big Yellow Foundation. A great team building day and looking forward to the next one !

Chris
Area Manager

On 23 September 2025, nine members of our team laced up their hiking boots and took on a sponsored 5 mile walk through the beautiful Hyde Park, not just for the views, but for a cause close to our hearts, The Big Yellow Foundation.

Every step we took helped support vulnerable people, and it was a fantastic opportunity for team members from across the area to come together and move forward as one, united in supporting a better future.

We were incredibly excited to raise £817 and even happier when the Company generously matched the funds, bringing the grand total to an amazing £1,634.

It truly was a memorable day, filled with laughter, teamwork and a shared sense of purpose. Knowing that our efforts will make a real difference to those supported by the Big Yellow Foundation made every step worthwhile.

Sam
Store Manager

EMPLOYEE VOLUNTEERING

Being part of our CSR and Foundation Committee gives me a great insight into all the valued relationships that we have with our great Charity Partners. Four colleagues and I spent a day at the Street League Academy, the UK's leading youth sport for employment charity.

We participated in their Functional Skills Maths session, measuring all classmates' heights and then creating bar charts – valuable skills that will feature in their exams. Being in smaller classes helps the young people feel comfortable, build confidence and their learning can be tailored individually and be fun!

It was a great day, very insightful and re enforced how valued our Foundation Donations are to our Charity Partners. We witnessed first hand and shared with our colleagues, exactly where our donations go and they are literally contributing to positively changing young people's lives!

Gino
Area Manager

Volunteering with The Back Up Trust at their Christmas Carol Evening was a special experience for me. I helped decorate the church, dressing Christmas trees and transforming the space so it felt warm, festive and welcoming for everyone attending. I was also involved in cooking a feast for the evening, knowing that the care and effort behind it would help create a memorable experience for guests and supporters of the charity.

Being part of the preparations made me feel connected to the event in a very real way. Working alongside colleagues and fellow volunteers, all giving their time and energy so selflessly, was incredibly uplifting. It was a privilege to contribute to an evening that brings people together while supporting the vital work The Back Up Trust does for those living with spinal cord injury.

Helen
Area Support Manager

EMPLOYEE FUNDRAISING

Last year my Area Team committed to increasing our focus and fundraising efforts for the Big Yellow Foundation. We really wanted to connect ourselves and our customers to the Foundation, with many of our 'regulars' wanting to help raise money. We came up with the idea of using kind donations from our customers as raffle prizes that could be awarded to people for participating through raffle ticket sales.

Our Area Fundraising Co-Ordinator put together a Fundraising Social Event for the Area Team to attend, where I drew tickets and awarded the prizes which included wine, accessories, food, clothes, games, novelty gifts and my favourite, a Chocolate Bouquet! Big Yellow facilitated the social aspect of the event and we raised £425 alongside increasing awareness amongst the area team of the splendid charities we support and how our efforts help towards funding these special projects and organisations... and I walked away with the chocolate bouquet too!

Matt
Area Manager

In June 2025 The Nottingham Big Yellow Team embarked on a month long challenge to raise money for the Big Yellow Foundation.

With a team who enjoys keeping fit we set ourselves the challenge for two of us to complete 200 press ups per shift, to total 1,000 press ups a week and 4,000 over a 4 week period. In addition, two of the team also decided to do 200 skips per shift also covering 1,000 over the week and 4,000 over a 4 week period.

The challenge not only kept us on our toes but also helped raise £300 for charity which will go a long way to offer support for our chosen charities.

We encourage all of our colleagues to follow suit, by showing us their challenges and giving us all more ideas on how we can help support The Big Yellow Foundation and build more team engagement.

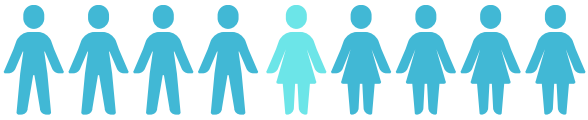
Jag
Store Manager

OUR GENDER AND ETHNICITY PAY GAP 2026

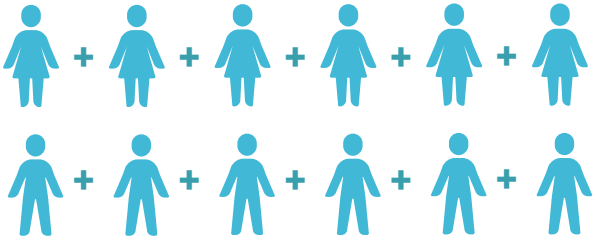
WHAT IS THE PAY GAP ?

The pay gap shows the difference in average earnings between groups of colleagues across our business. Our report shows the differences in pay between men and women as well as our ethnically diverse and white colleagues.

Equal pay is not the same as the pay gap figures which we are reporting here. Equal pay is about how much our colleagues are paid for doing the same or a similar job which is considered to be of equal value. An example of this is that we pay individuals according to their role, irrespective of their gender or ethnicity.



MEAN



HOW DO WE CALCULATE OUR PAY GAP ?

Imagine our colleagues (both men and women) lined up in a row from the lowest to the highest paid. The pay of the colleague in the middle is the Median.

The Median Pay Gap is the difference between the middle colleague who is a man and the middle colleague who is a woman and the middle ethnically diverse colleague and the middle white colleague.

To calculate the Mean Pay Gap we take the average pay of all of our colleagues who are men and compare this to the average pay of all of our colleagues who are women and the same for our ethnically diverse colleagues compared to our white colleagues.

OUR GENDER PAY GAP 2026

The data below is based on hourly rates of pay as at the snapshot of 5th April 2026 and bonuses paid in the year to 5th April 2026.

MEAN AND MEDIAN GENDER PAY GAP

DIFFERENCE BETWEEN HOURLY EARNINGS FOR MEN AND WOMEN

ALL TEAM MEMBERS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-26	22%	6%
05-APR-25	24%	6%
05-APR-24	20%	4%
05-APR-23	24%	3%
05-APR-22	24%	6%

DIFFERENCE BETWEEN HOURLY EARNINGS FOR MEN AND WOMEN

EXCLUDING DIRECTORS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-26	8%	6%
05-APR-25	11%	5%
05-APR-24	9%	4%
05-APR-23	10%	3%
05-APR-22	13%	6%

Our Mean Gender Pay Gap for 2026 is 22% (2025: 24%), with the Median Gap at 6% (2025: 6%).

Our Mean Pay Gap excluding Directors is 8% (April 2025: 11%).

This movement reflects an increased representation of women in the Upper Quartile to 33% in April 2026, (2025: 31%).

Our Gender Pay Gap remains influenced by the gender balance within senior management and leadership roles. Women account for 44% of our workforce, unchanged from the prior year; however, all Executive Director positions are currently held by men, contributing to the gap reported.

Our Gender Pay Gap is also influenced by the long tenure of our leadership team, with three of our four Executive Directors having held their positions for over 19 years, with two being the original founders.

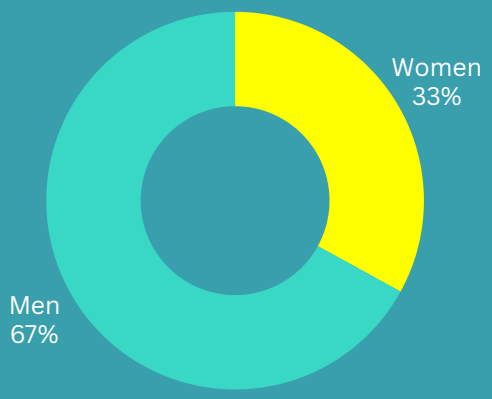
While senior appointment opportunities are infrequent due to stability at the top of the organisation, we remain committed to building a diverse leadership pipeline.

When vacancies arise, we will continue to use inclusive recruitment practices to attract and consider a broad range of candidates.

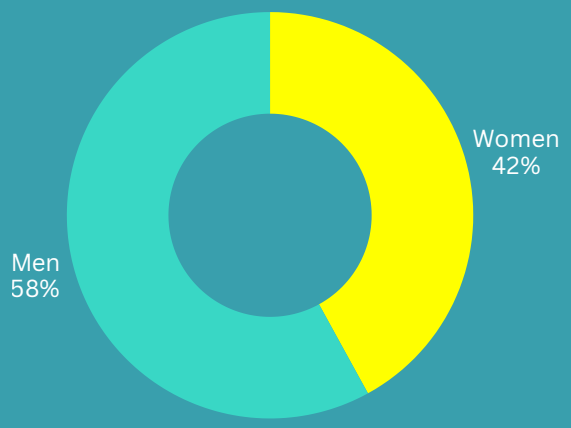
We have also increased the representation of women on our management training programmes, supporting internal progression and helping to develop future talent for leadership roles.

MEDIAN GENDER PAY BY QUARTILE

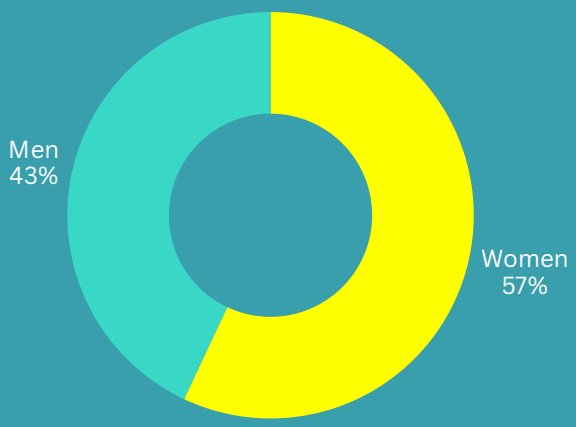
Upper Quartile 3%



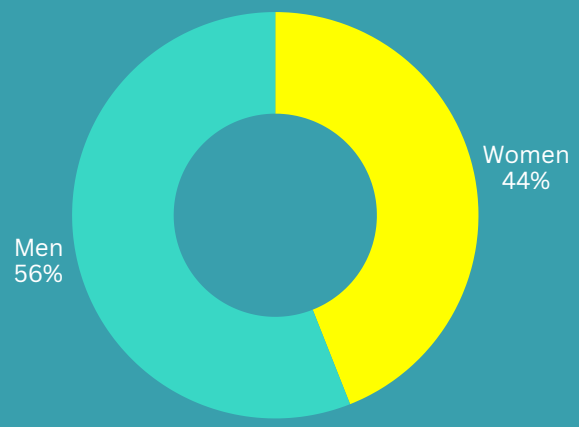
Upper Middle Quartile 0%



Lower Middle Quartile 0%



Lower Quartile 0%



Our Gender Pay by Quartile shows a higher representation of team members who are women within the Upper Pay Quartile, with a two percentage point increase in the representation of women in this quartile, compared to 2025.

The representation of women in the Lower Quartile has dropped to 44% in 2026 (2025: 55%).

The salaries of our Store and Customer Support team members are paid in accordance with set pay bands meaning that the salaries for team members who are women within the Lower and Lower Middle Quartiles are 100% equivalent to those who are men.

BONUS PAY DATA

DIFFERENCE BETWEEN BONUS PAID TO MEN AND WOMEN

ALL TEAM MEMBERS

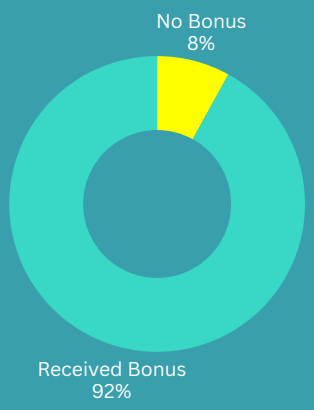
SNAPSHOT DATE	MEAN	MEDIAN
05-APR-26	50%	24%
05-APR-25	77%	22%
05-APR-24	42%	13%
05-APR-23	34%	14%
05-APR-22	56%	36%

DIFFERENCE BETWEEN BONUS PAID TO MEN AND WOMEN

EXCLUDING DIRECTORS AND PART TIME WORKERS

SNAPSHOT DATE	MEAN	MEDIAN
05-APR-26	32%	17%
05-APR-25	36%	13%
05-APR-24	15%	20%
05-APR-23	26%	12%
05-APR-22	39%	26%

MEN



WOMEN

All employees participate in the Company's performance-based bonus scheme, with bonus awards calculated as a percentage of salary. Head Office employees receive the same bonus percentage, determined by the overall performance of our Stores. As a result, differences in bonus pay are primarily driven by differences in salary levels rather than access to bonus opportunities or varying bonus percentages.

Our Mean Bonus Pay Gap for 2026 has decreased to 50% (2025: 77%). This decrease resulted from a significant number of shares options being exercised by three Executive Directors in the prior year (all of whom were male).

The Gap is also affected by the fact that only 41% of our full-time team members are women (2025: 40%). If we exclude Executive Directors and part time team members from our calculations, our Mean Bonus Pay Gap falls to 32% (2025: 36%). Furthermore, excluding share options, this falls further to a Mean of 12% (2025: 16%).

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

OUR ETHNICITY PAY GAP 2026

The data below is based on hourly rates of pay as at the snapshot of 5th April 2026.

MEAN AND MEDIAN ETHNICITY PAY GAP

DIFFERENCE BETWEEN HOURLY EARNINGS FOR ETHNIC MINORITY AND WHITE EMPLOYEES

ALL TEAM MEMBERS

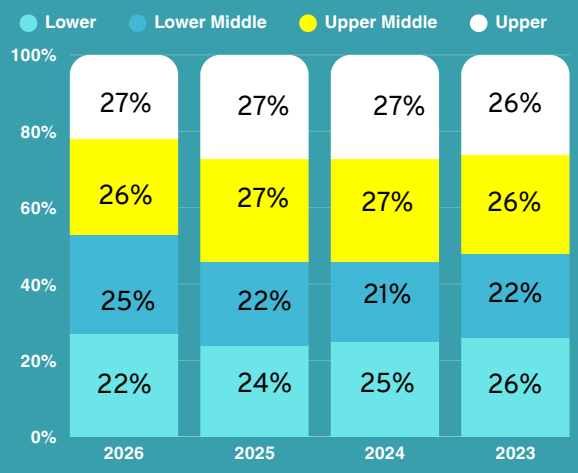
SNAPSHOT DATE	MEAN	MEDIAN
05-APR-26	5%	6%
05-APR-25	6%	6%
05-APR-24	5%	7%
05-APR-23	6%	4%
05-APR-22	0%	5%

Our Mean Ethnicity Pay Gap for all employees is 5% in April 2026, compared with 6% in April 2025. This is as a result of an increase in ethnic minority employees generally and of that increase a higher proportion were appointed into more senior roles.

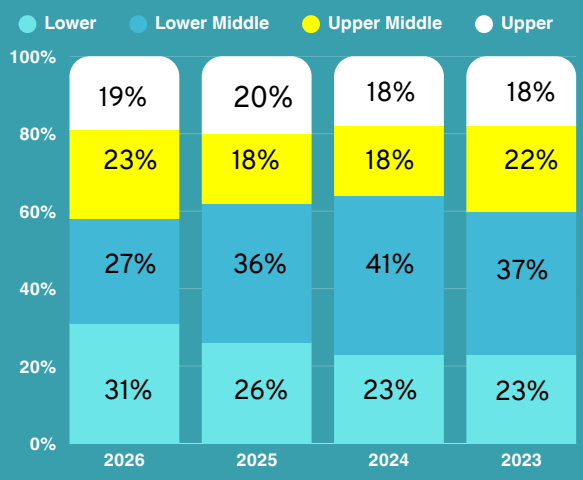
The Median Pay Gap has remained at 6% (2025: 6%), reflecting positive progress across the wider workforce.

DISTRIBUTION OF ETHNIC MINORITY AND WHITE EMPLOYEES BY QUARTILE

Representation of white employees in the quartile

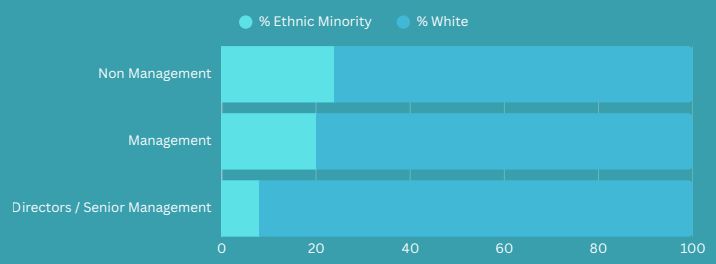


Representation of ethnic minority employees in the quartile

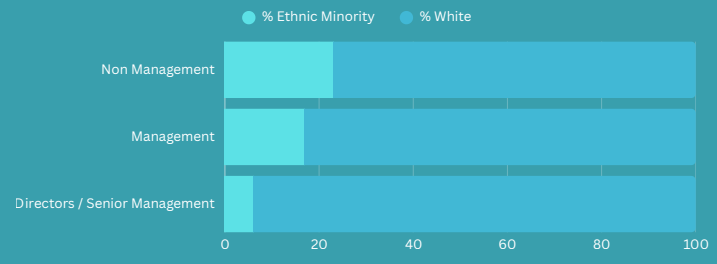


ETHNIC MINORITY AND WHITE EMPLOYEES BY POSITION

Analysis by Position April 2026



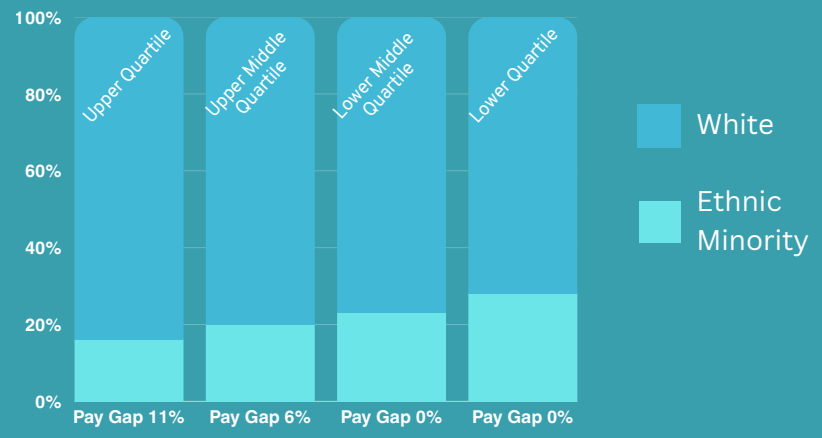
Analysis by Position April 2025



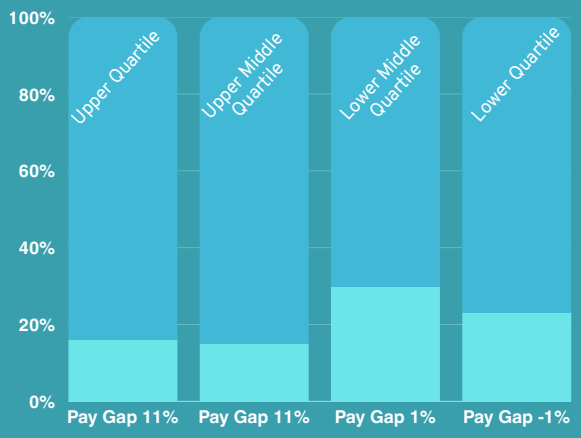
The number of management positions occupied by ethnic minority employees has increased to 20% (2025: 17%).

ETHNIC MINORITY AND WHITE EMPLOYEES PAY / PAY GAP BY QUARTILE

Median Ethnicity Pay by Quartile
April 2026



Median Ethnicity Pay by Quartile
April 2025



The representation of Ethnic Minority employees within the Upper and Upper Middle Quartiles has increased by 2 percentage points to 18% in April 2026 (April 2025: 16%).

This has resulted from recruiting a greater number of ethnic minority employees into the top two quartlies compared to the number of ethnic minority employees who have left.