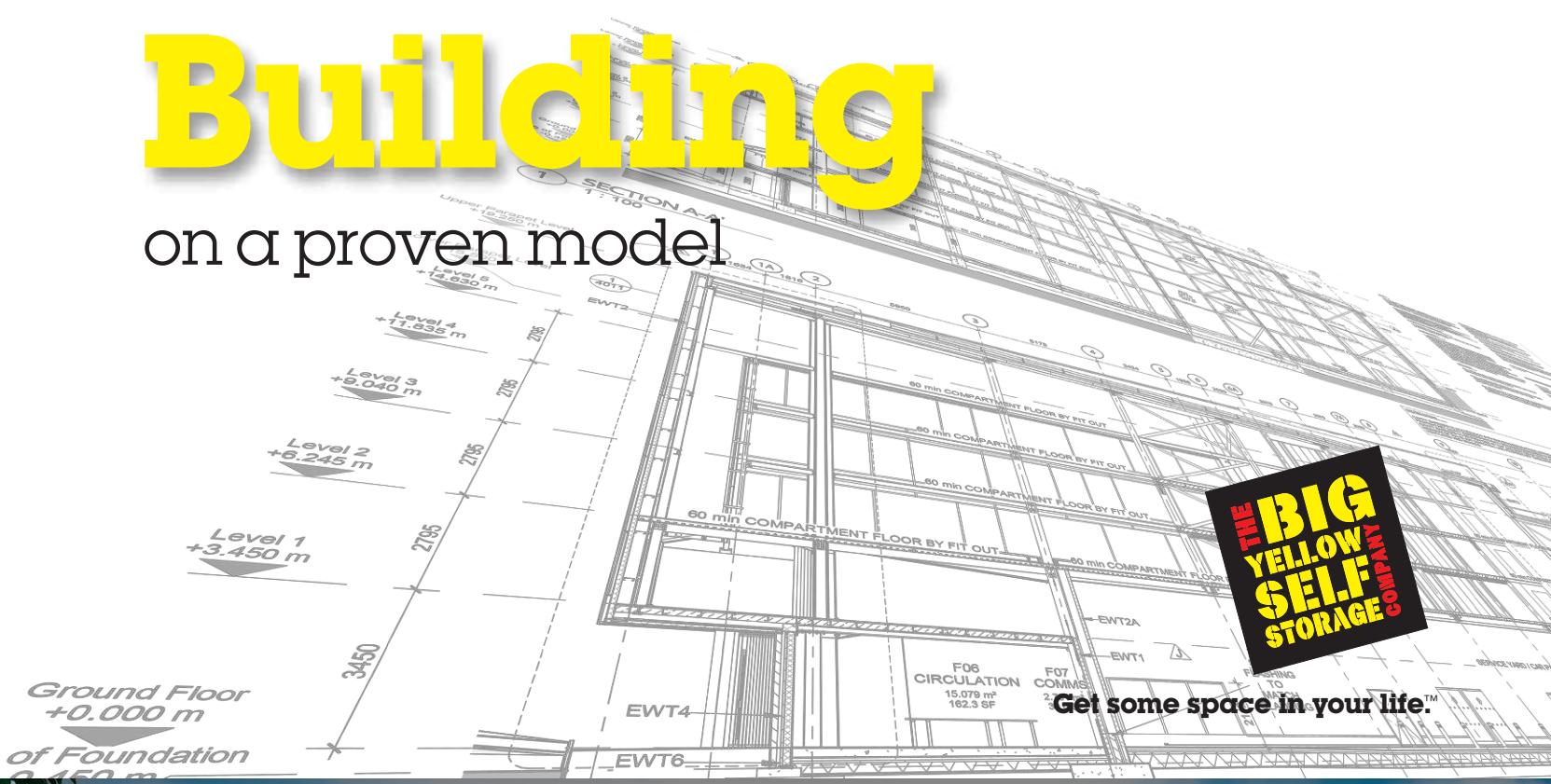


**Big Yellow Group PLC**

Corporate Social Responsibility Report 2018

# Building

on a proven model



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Britain's  
favourite  
self storage  
company



# Corporate Social Responsibility Report

***"BIG YELLOW IS COMMITTED TO RESPONSIBLE AND SUSTAINABLE BUSINESS PRACTICES."***

## **1.0 INTRODUCTION**

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

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 local community regeneration.

Our CSR policy covers all of Big Yellow operations, as both a developer of self-storage facilities and an operator. We recognise that our operations can have significant economic, environmental and social impacts. We are committed to assessing our CSR risks and opportunities, and thereafter 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 result of operating responsibly is the social value that we create.

## **2.0 CSR EXECUTIVE SUMMARY**

Big Yellow Self Storage is pleased to deliver another year of steady CSR progress across the Group, full details of which can be found in this Report, with highlights presented in the CSR section of our Annual Report.

### **2.1 CHANGES THIS YEAR**

This year a number of changes are reflected in this report and in the CSR Section of our Annual Report. The most significant changes are:

- > The CSR strategy has been broadened to formally include five key stakeholder groups:
  - > the Environment (same as current);
  - > customers (new);
  - > suppliers (new);
  - > employees (significantly modified through the Big Yellow Foundation); and
  - > communities (significantly modified through the Big Yellow Foundation).

The five key groups are supplemented by a further three 'broader' stakeholder groups: investors; national & international bodies; and local government (all same as current); further changes include:

- > A refresh and launch of our CSR Policy to reflect strategy changes; supplemented by a CSR Policy Standard published in November 2017 to demonstrate how we do things;
- > A refocus of Big Yellow's interest in and commitment to 'the social value we create';
- > The alignment of CSR programmes and initiatives; and
- > The publishing of a separate draft GRI Index and EPRA Table—this is the first time we are publishing tables and these will show some gaps in our reporting. Closing these gaps will help inform our CSR plans going forward.

### **2.2 HIGHLIGHTS FOR THIS YEAR**

#### **Social and economic value we create**

We commissioned an independent report this year to examine the economic value our stores bring to their local communities; the findings are impressive:

Across the whole country, Big Yellow's stores:

- > are home to over 7,700 businesses;
- > these businesses generate a national GVA of over £1 billion;
- > these businesses create around 23,000 jobs;
- > for half these businesses it's the only space they have; and
- > 60% of these businesses are start ups.

Our stores contribute significantly to their local communities – we add further value through our community investment and engagement programmes, our environmental programmes and the broader initiatives with all of our stakeholders, such as our suppliers.

**Total amount of Community Investment 2017/18: £714,074**

# Corporate Social Responsibility Report (continued)

## 2.2 HIGHLIGHTS FOR THIS YEAR (continued)

### The Big Yellow Foundation

With the roll-out of our Big Yellow Foundation on 12 February 2018 we have initiated work and volunteering programmes with our six charity partners – we intend to continue to evolve and grow these programmes in the coming years.

In the first few weeks of rolling out we have raised over £11,000 from customer donations, which is matched by Big Yellow<sup>1</sup>. Together, we hope to raise £150,000 during 2018/19 for our charity partners.

### Our people

During 2017/18 we employed 335 full time equivalents (“FTEs”<sup>2</sup>) across our stores, head office and Maidenhead and invested significantly in their training and development.

### Health and Safety Record

This has continued at a high standard at both our stores and on our construction projects. Measured by both the number of recorded Minor Injuries and by RIDDOR [Reporting of Injuries, Diseases and Dangerous Occurrences Regulation], our high standards of Health & Safety have continued to protect our customers, staff, contractors and other visitors.

There were no “Fatal Injuries, Notices or Prosecutions” during the year ended 31 March 2018 in any part of our operations.

### Our Environment

Between 2015 and 2017 we have made significant investments of over £540,000 in internal and external LED lighting upgrades and motion sensor installations. Despite a growing store portfolio over the same time, the investment has allowed us to minimise any increase in energy use.

We have beaten our emissions reduction target of 34% by 2020. From our baseline year of 2008, we have achieved a 45% Scope 1 and 2 emissions reduction.

Energy Performance Certificates (“EPCs”): 63.5% of our stores have EPCs (up from 42% during 2016/17); 78% of which are rated A or B.

Our Solar generation as % of grid use is 3.5%; slightly lower than in the previous year. However our latest store in Guildford Central has been equipped with a 50kWh installation and we hope will contribute to a higher % next year.

With the completion of our major LED & motion sensor lighting investment programme, we intend to review our mid-term and long-term energy and emission strategy during 2018/19.

We remain committed to the UK government's emission reduction commitments.

We have initiated a broader review of resources and have embarked on a programme to remove 1,600kg of single-use plastic over a four year period (mainly from the outer bags of our packaging materials).

### CSR Performance Benchmarking

We continue to participate in our sustainable benchmarking initiatives with EPRA, FTSE4Good, the Carbon Disclosure Project (CDP) and the Global Real Estate Sustainability Benchmark (GRESB).

<sup>1</sup> Big Yellow matches total customer donations up to £125,000 per annum and up to £1,000 individual donations. For employee fundraising, Big Yellow matches up to £5,000 per employee or event.

<sup>2</sup> Please note, FTE equivalent number used for H&S reporting for example was 335 FTEs. For our GRI reporting, we count each individual, making it 380.

# Corporate Social Responsibility Report (continued)

## 3.0 OUR PEOPLE

### Introduction

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.

We recognise that recruiting, retaining and motivating individuals with talent and integrity, and ensuring that we listen to our people and maximise their skills and performance, is key to the continued success of our Company.

We 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 Points Recognition Scheme, and allocated £54,588 of points for the year ended 31 March 2018.

This year, we are including employment data as per GRI requirements wherever we are able to – we intend to improve on delivering meaningful data in the coming years. Please see 'Appendices – Employment Data'.

### Wellbeing and Support

We aim to promote employee wellbeing through a range of flexible working options, which include flexitime, staggered working hours, home working and sabbaticals. We provide Childcare Vouchers along with a comprehensive range of medical support and advice through our private healthcare scheme and occupational health providers. We have arranged corporate gym membership on a national basis, as well as a "Cycle to Work" scheme and Employee Assistance Programmes.

### Communication and Engagement

We continue to recognise the importance of communication and consultation with an annual Spring Conference, regular formal and informal meetings, quarterly newsletters and weekly operational updates. The Head of CSR has also introduced a CSR Blog with employees being encouraged to comment. In addition, the Directors and Senior Management spend a significant amount of time in the stores and are always accessible to employees, at all levels.

We value feedback from our employees and are committed to periodically assessing our employee's levels of engagement. We specifically seek feedback on day to day working life, learning and development, communication management style and leadership.

We regularly schedule surveys, such as internal employee surveys or external Benchmarks. We plan to take part in The Sunday Times Best Companies to Work For in 2019.

### Training and Development

We continue to promote the development of our staff through ongoing training and regular performance appraisals. For the year ended 31 March 2018 a total of 1,330 days training were provided across the Company, comprising of sales training, operational training, and personal and store management development

With the opening of our new training hub at Guildford Central in March 2018, we can now offer our employees an even better environment to develop their skills and grow within our organisation.

We have continued to develop our internal training resources to include e-learning on a range of topics including information security and health & safety, a development resource library, 19 operational and sales based workshops and 10 centrally run courses covering induction, management training and personal development.

During the year, 14 team members completed our personal development programme designed specifically for Sales Advisors, with six of those people having subsequently been promoted to the position of Assistant Store Manager. 12 Sales Advisors are currently participating in the new programme, to prepare them for their future progression within the Company as opportunities arise.

Similarly 13 team members completed our personal development programme designed specifically for Assistant Store Managers, with four of those people having subsequently been promoted to the position of Store Manager. 14 Assistant Store Managers are currently participating in the new programme.

In addition to the above, we have also had 10 Store Managers participating on a two year development programme, all of which has resulted in 53% of our store based staff having been promoted to their current position from a more junior position.

In October 2017, 12 of our managers undertook an online Modern Slavery refresher course, all passed.

### Disclosure GRI 404-1

Average hours of training for Stores	28.7
Average hours of training for Bagshot	17.2

# Corporate Social Responsibility Report (continued)

## 4.0 OUR COMMUNITIES

### Community Investment and Engagement

This year we have significantly increased our Community Investment and Engagement activities – mainly through the roll-out of The Big Yellow Foundation to all of our Big Yellow and Armadillo stores.

This has become an integral part of how we do business and we intend to provide ongoing information on its progress.

It is part of why our employees enjoy working for us and therefore a critical element to continued employee wellbeing.

### Community Investment

For the first year we are measuring our total Community Investment – we intend to report on this performance and are considering setting targets at a future date.

	2018
Free Space <sup>3</sup> donated for community or charity use (£)	£684,450
Payments to Social Enterprise organisations (£)	£4,800
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)	£1,422
Other funds raised <sup>4</sup>	£23,402
<b>Total Community Investment</b>	<b>£714,074</b>

Please note: Total Community Investments consists of:

- > Equivalent Value of storage space donated for community or charity use (£).
- > Payments to social enterprises, where we commission work or buy products from them (2017/18 Bounce Back painting Guildford Central and Wandsworth).
- > Employee fundraising & Big Yellow matched funds (funds directly raised for our charity partners, Foundation or otherwise and matched / contribution made by Big Yellow).
- > Other – catch all for everything else, for example charity collection tins in stores.

### Community Engagement

We continue to recognise the importance of contributing to the local community and we encourage our people to develop close links with charities, schools and other institutions, both locally and nationally, to help to build more economically sustainable environments.

For the year ended 31 March 2018 we recognised and supported a number of local charities, in addition to our six Big Yellow Foundation charities, which were selected by our store and head office teams. Our people undertook a variety of activities with donations also being made by the Company (see Community Investment).

### The Big Yellow Foundation

#### Introduction

The Big Yellow Foundation was rolled-out to all our stores on 12th February 2018, after nearly two years of development and preparation.



The Big Yellow Foundation works with charity partners supporting vulnerable people, such as ex-offenders, refugees, ex-service personnel and people living with disabilities to find employment and create a better future for themselves.

During the pilot phase (between February 2017 and February 2018) we worked with three charity partners: Breaking Barriers, Bounce Back, and St Giles Trust. Since we rolled-out The Foundation had identified a further three charity partners (Back Up Trust, Hire a Hero and the Down's Syndrome Association) to bring us to a total of six.

We have begun to build strong relationships with our charity partners and have started to develop a range of work and work experience programmes, volunteering opportunities and fundraising events during the year.

We intend to build on and broaden these further, as we learn how to best support our charity partners and their clients.

<sup>3</sup> 'Free Space donated' means the value of space where the charity paid 1% or less of the cost of the space.

<sup>4</sup> For example, charities own collection tins in stores – collection tins are being phased out.

# Corporate Social Responsibility Report (continued)

## 4.0 OUR COMMUNITIES (continued)

### Our Charity Partners

#### Breaking Barriers

Breaking Barriers is a charity and assists refugees in London to find meaningful employment and thus rebuild their lives and integrate into their new home.



*"Partnering with Big Yellow has been incredibly exciting for us. It is rare to find an employer so passionate and dedicated to providing meaningful placements to vulnerable groups, such as refugees. One young refugee, who was on placement for 6 months at Big Yellow, has not only developed the professional skills to enter employment, but the confidence and support network to help him on his journey. The transformation has been incredible thanks to all the lovely people who supported him throughout the 6 month period."*

**Matthew Powell**, CEO Breaking Barriers

#### Bounce Back

Bounce Back is a charity focussed on training and the employment of ex-offenders. It firmly believes that everyone has the ability to change and working in several prisons, as well as with London Probation, Bounce Back offers training, work experience and employment to offenders at the end of their sentences using the skills developed both in custody and on release.



#### The Back Up Trust

Back Up Trust is a charity and inspires people affected by spinal cord injury to get the most out of life. Every 8 hours, someone in the UK is permanently paralysed through a back injury.



*"Back Up are delighted to have been chosen as one of Big Yellows partner charities. We are looking forward to partnering with them in a number of areas from supporting people with spinal cord injury back to work as well as engaging staff in different areas including staff fundraising."*

**Tim Farr**, Corporate Partnerships Fund Raiser the Back Up Trust

#### The Down's Syndrome Association (DSA)

The DSA is a charity and provides advice, guidance and support to families, carers and professionals to children and adults and their families with Down's syndrome. The DSA actively support individuals into work through their Workfit programme.



#### Hire a Hero

Hire a Hero is a charity and supports Service Leavers and Veterans to make the successful transition into civilian life.

Trained Hire a Hero staff, Career Coaches and volunteers work with Service Leavers and Veterans to help them make the right choices through the transition period.



#### St Giles Trust

St Giles Trust is a charity helping people facing severe disadvantage to find homes, jobs and the right support they need. They help them to become positive contributors to local communities and wider society.



They passionately believe everybody is capable of changing their lives. Their mission is to help their clients achieve this through offering support from someone who has been there. Their peer-led services form the backbone of their work.

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



<https://www.bifyellow.co.uk/foundation/>

# Corporate Social Responsibility Report (continued)

## 4.0 OUR COMMUNITIES (continued)

### Our current and planned programmes

#### Work and Work experience

During 2017/2018

- > We were able to provide a young refugee, working with Breaking Barriers, with a 6 month part-time paid work placement at our Balham store. His English, customer service skills and confidence were hugely improved and both he and the store staff found the experience personally enriching.
- > We placed some of our Customer Support vacancies at our Head Office and stores with Hire a Hero and we are assessing how to best place them with our other charity partners, such as the Back Up Trust (for Customer Support roles at our Head Office only).
- > Our Construction team employed individuals from Bounce Back through our maintenance contractor to paint the walls of our new store in Guildford Central and our store extention programme in Wandsworth. This has been very beneficial for the individuals involved, as we have been able to provide them with the opportunity to deliver work to high standard along side other professionals. This has been so successful that our Construction team will continue to offer opportunities to Bounce Back.

Planned 2018/2019

- > Breaking Barrier deliver customer service training courses to refugees wanting to work in Retail. We are evaluating how Big Yellow could best support this initiative and are considering co-delivering the service courses with Breaking Barriers. Individuals who successfully complete the course may be offered a work placement at one of our Big Yellow stores (to be assessed May 2017).
- > We are developing structured 1 day work shadowing days with The Back Up Trust (and possibly St Giles). For Back Up Trust individuals, we hope that this will improve their confidence and allow them experience the dynamics of a busy working environment to get them inspired to try and re-enter the world of work.
- > We also have mid to longer term plans to evaluating job carving opportunities with the Down's Syndrome Association for part-time roles within our stores.

#### Volunteering

For 2018/2019, we are making 'Changing Perceptions' our theme for our volunteering opportunities.

We expect that this will allow our employees to understand the challenges our charity partners face and – with empathy and commitment – support their work via The Big Yellow Foundation.

We know it is important to lead by example, so we are starting with our Area Managers, some of whom will attend a volunteering day with Bounce Back in May 2018.

During 2017/2018

With our roll-out planned for February 2018 it was 'all hands on deck' to ensure each store was ready on time.

- > To ensure that Big Yellow and the Big Yellow Foundation work together smoothly we had set up a Steering Committee, comprising of 10 individuals, who each gave up ca 10 hours of their time to attend meetings. The Steering Committee has a wide remit, ranging from making recommendations to the Big Yellow Foundation Trustees, fundraising initiatives, volunteering programmes, assessing and reviewing policies and shaping and reviewing work placements. The Steering Committee is a permanent management structure of The Foundation and remains in place post roll-out.

Here an overview of some of their activities:

- > Identifying potential local charities around Leeds, Sheffield and Hull.
- > Four individuals contributed 3 days each to visit and assess charity partners.

In total, these individuals volunteered for 25 days for the Big Yellow Foundation.

Planned 2018/2019

- > St Giles Trust offer Mentoring programmes in London; our employees have expressed interest and are signed up for upcoming events.
- > St Giles Trust have identified a need to also offer Mentoring in and around Leeds; we are evaluating options on how the Big Yellow Foundation could support them to create a local programme.
- > The Breaking Barriers customer services training day described under 'work and work experience' may provide volunteering opportunities for some of our employees. We will explore this fully during 2018/19.
- > Similarly, the work-shadowing day planned for Back Up Trust will require Big Yellow volunteers to make the programme work.
- > Volunteering day with Bounce Back on changing perceptions – scheduled for 17th May 2018.

# Corporate Social Responsibility Report (continued)

## 4.0 OUR COMMUNITIES (continued)

### Employee Fundraising

During 2017/2018

Our colleagues in Sheffield, Leeds and Hull have taken part in a Mud Run in March 2018 and raised £887. Big Yellow have matched that [minus the entrance fee] – making the total amount raised £1,422 to go to the Back Up Trust.



Planned 2018/2019

- > Welsh Three Peak Challenge – hoping to raise £2,200 for Hire a Hero – to be matched by Big Yellow.
- > Ride 100 – hoping to raise £500 for St Giles Trust – to be matched by Big Yellow.
- > Ride & run events – hoping to raise £750 for St Giles Trust – to be matched by Big Yellow.

### Big Yellow Foundation KPI's

#### Fundraising

No targets were set for 2017/2018. For 2018/2019 we have set an overall target of raising £150,000 consisting of:

- > Customer donations.
- > Big Yellow customer donations matched contributions.
- > Employee Fundraising.
- > Big Yellow employee fundraising matched contributions.
- > Any other Big Yellow / Big Yellow employee fundraising initiatives.

#### Volunteering

	2018	2019	2020	2021	Target
% of stores with volunteering opportunities <sup>†</sup>	No data available yet				80% by 2022
% of volunteering days executed <sup>‡</sup>	6.4%				10%

† percentage of number of stores where charities have confirmed volunteering opportunities are in place versus all Big Yellow stores.

‡ percentage of employees volunteering days v all possible employees volunteering days.  
377.5 possible volunteering days – 24 actual days volunteered.

#### Work experience

	2018	2019	2020	2021	Target
Number of individuals on work placement contracts provided and supported by a BYF charity partner	1				4 per annum by 2022
Number of individuals offered a permanent position from the above cohort	0				50% of the yearly cohort

Work experiences and placements are new to Big Yellow and the KPI's are likely to change over the next 2 years as we identify where we want to excel.

### Big Yellow Foundation – Reporting Requirements

The Big Yellow Foundation is a registered charity. Our charity number is: 1171232. It has been registered as a Charitable Incorporate Organisation ('CIO').

The object of the CIO is to advance such charitable purposes [according to the law of England and Wales] as the trustees see fit from time to time in particular but not exclusively through rehabilitation and by relieving unemployment for the public benefit.

Our charity will publish its records in due course. For accounting purpose, FY 2018/19 is the charities first year and as no receipting and payments for or on behalf of the Big Yellow Foundation were made last financial year, the charity was considered 'dormant'.

### Social Enterprise

During 2017/18, our Construction team commissioned work with Bounce Back to paint walls at Guildford Central and our extension works at Wandsworth.

Bounce Back work with ex-offenders, who experience barriers to re-entry into work once their sentence is spent. It leads on from the training Bounce Back offer to offenders while in prison and reduces re-offending rates.

We intend to invite Bounce Back to bid for future work and will provide yearly updates.

# Corporate Social Responsibility Report (continued)

## Social Enterprise (continued)

At the very end of 2017/18, Big Yellow has also changed our packaging material supplier to a social enterprise organisation. We look to provide insight into that activity by end of March 2019.

## Other charity partnerships within Sports, Youth & Arts

We have continued to support other charities with their great works throughout the year, namely:

### > Southwark Tigers and their Inner City Rugby Programme

Southwark Tigers RFC was founded as the first inner city junior rugby club in England. A registered charity [1107439], our aim is to promote the sport, to inspire and develop our young people, and importantly to ensure that rugby is both affordable and accessible to all.



Please see their website on <https://www.southwarktigers.com/>

### > Dorothy Stringer School

Dorothy Stringer School is a mainstream, state funded senior school for boys & girls in Brighton, East Sussex, England.



Please see their website on <https://public.dorothy-stringer.co.uk/>; and

### > The London Children's Ballet

London Children's Ballet is a performance company that inspires the pursuit of excellence and changes lives through dance. A leader in creating original narrative work and introducing new audiences to ballet, the LCB creates a new West End ballet each year performed by talented dancers aged 9-16. Our outreach work takes ballet into schools, care homes and special needs centres in and around London.



Please see their website on <https://www.londonchildrensballet.com/>.

We have also sponsored three non-charities:

- > Cambridge University Rugby Football Club
- > Tring Comedy Festival
- > Easton & Martyr Worthy Cricket Club



**BOUNCE BACK WORK WITH EX-OFFENDERS, WHO EXPERIENCE BARRIERS TO RE-ENTRY INTO WORK ONCE THEIR SENTENCE IS SPENT. IT LEADS ON FROM THE TRAINING BOUNCE BACK OFFER TO OFFENDERS WHILE IN PRISON AND REDUCES RE-OFFENDING RATES.**

# Corporate Social Responsibility Report (continued)

## 5.0 OUR CUSTOMERS

### Introduction

Our Annual Report provides insights into our customers and how Big Yellow meets their needs, such as flexible, short term space when moving house or for home improvements, a permanent base for running a business or extra distribution hubs for our national accounts customers.

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

We report on the following aspects:

- > Customer and Visitor Health & Safety – please refer to the Health & Safety section of this report.
- > Customer Service performance, Security of our stores and the financial stability of our organisation – please refer to the main Financial Annual Report.
- > Our commitment to the Environment, in particular running efficient stores – please refer to the Environmental section of this report.
- > Our commitment to and investment in our local communities – please refer to the Communities section of this report.

### Feedback from Customers FY 2017/18

A number of stores have reported customer concerns over our use of single-use plastics. This has been very welcome feedback, as we had already begun our initiative to review, reduce and remove where possible single-use plastic, mainly by removing the outer covers some of our packaging products come in.

You can find out more about that in the Resources section of the Environmental part of this report.

We have reviewed our online Box Shop information to ensure that the environmental attributes of our products, such as the use of 100% recycled board, was clear – we feel this commitment to the Environment differentiates us from our competitors and we are very proud of the fact that we deliver on our promise to respect the environment.

The Box Shop descriptions now also contain a 'your bit' section, where we provide customers with information on re-use or disposal options for the items they have purchased.

### Big Yellow Foundation Engagement

We have successfully engaged our customers with the Big Yellow Foundation this year and invited them to donate. Big Yellow in turn matches total customer donations.<sup>5</sup>

Together with our customers and employees, we hope to raise £150,000 for the Big Yellow Foundation in 2018/19.

### Our plan for 2018/19

Our current Customer engagement programmes with environmental or social topics at present is a 'one size fits all' approach – we do not differentiate between the different type of customer groups we may have.

We are looking to better differentiate better and target initiatives at individual groups. We plan to explore how we may be able to engage our business customers in joining us to support our Big Yellow Foundation charities and will update progress on an annual basis.

## 6.0 OUR SUPPLIERS

### Introduction

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

### Supplier Payments and small suppliers

In 2017, we have signed up to the Prompt Payment Code (PPC), joining a host of other companies who are committed to trading ethically and setting standards within their supply chain.

The PPC sets standards for payment practices and best practice and is administered by the Chartered Institute of Credit Management. Compliance with the principles of the Code is monitored and enforced by the PPC Compliance Board. The Code covers prompt payment, as well as wider payment procedures.



 You can find out more on [www.promptpaymentcode.org.uk](http://www.promptpaymentcode.org.uk).

Our Construction department had conducted a period of monitoring from November 2017 to March 2018 and has found that out of 40 invoices received monthly, 3 or 4 are subject to delays of a few days at the most. This is re-assuring as payment terms within the construction industry can be shorter than for other industries and we are keen to remain a customer of choice and a sound partner.

During 2017/18 we have been specifically working with our suppliers to reduce the amount of time it takes them to send their invoices to us so we can process them promptly – we are making good progress.

<sup>5</sup> Big Yellow matches customer donations up to £125,000 per annum and employee fundraising donations up to £5,000 per event.

# Corporate Social Responsibility Report (continued)

## 6.0 OUR SUPPLIERS (continued)

Our plans and initiatives for 2018/19:

- > Continue working with suppliers on reducing the time to submit invoices.
- > Investigate options for automation.
- > Define and publish payment performance measures during 2018 /2019.
- > Contacting our suppliers to understand our supply chain risks better – we have agreed internal procedures during 2017/18 and look to launch this initiative during 2018/19 – we expect outcomes and insights to be generated late 2018/19 or early 2019/20.

We are working on providing data for the below benchmarks from 2018/19 onwards and look to set targets subsequently:

	Invoices received	Paid within 30 days target	Actual paid
Number	number	number	number
%	n/a	%	%

### Joint Initiatives

This year, we reviewed single-use plastic throughout our packaging materials product range and identified a number of opportunities where we will be able to make improvements.

Together with our suppliers, we have identified preferable alternatives to 1,600kg worth of single-use plastic packaging [for our covers, padlocks and other products] and we are jointly working to replace these with new solutions across our stores.

Our aim is to limit the amount of single use plastic throughout our operations, starting with the most material items: the packaging of our products, such as outer bag of padlocks for example.

We have worked with our suppliers to come up with alternatives [see Environment – Resource Use] – wherever we have not been able to identify a feasible, workable alternative we remain committed to continue working with our suppliers to evaluate new solutions as they become available.

We will continue to look for opportunities to collaborate with our suppliers and partners and are grateful for their positive contribution to our business their engagement has made.

### CSR Standards

Big Yellow intends to share its environmental and social commitments, standards and policies with its supply chain in order to drive improvements throughout.

This year we have included suppliers as part of our strategy and have commenced internal planning for a broader review.

We have also identified opportunities for bringing together our social commitments as part of our Big Yellow Foundation and social aspects of our Supply Chain by:

- > Commissioning Bounce Back for painting works at two of our new sites: Guildford Central and the extension of our store at Wandsworth. Bounce Back are a charity and social enterprise, who support ex-offenders to re-integrate into society through training and work. Bounce Back are one of our six Big Yellow Foundation charity partners.
- > Using a social enterprise for our new packaging material – providing work to local, disabled individuals.

# Corporate Social Responsibility Report (continued)

## 7.0 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. Our Health & Safety Committee reviews Policy, Risk Assessments, performance and records on a quarterly basis. The Policy covers two distinct areas – our construction activities and our routine store operations.

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 Big Yellow 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 Facilities Manager 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 Head of CSR, the Head of Human Resources, the Facilities Manager and our external Health & Safety consultant.

Our external Health & Safety consultant reviews our Policy and performs 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.

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

Our Health & Safety reporting covers all of our stores, our head office, Maidenhead (our packing materials distribution centre) and our construction sites. Incidents are recorded for staff, customers, contractors and visitors. The Board receives reports that monitor Health & Safety performance in all these areas.

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

Deloitte LLP undertake a limited level of assurance on select health and safety and environmental indicators, in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000 Revised).

Health & Safety performance and incidents are reported and are displayed in the tables below.

**There were no "Fatal Injuries, Notices or Prosecutions" during the year ended 31 March 2018 in any part of our operations.**

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

#### Executive Summary

- > The number of customer 'move-ins' during the last year increased from 71,715 to 73,662 (a 2.7% increase). One 'reportable injury' was recorded to a customer at Finchley North, who suffered a cut to his finger;
- > 61 'minor injuries' and one 'reportable injury' were recorded during the year to 51 customers and to 11 visitors (no recorded contractor injuries). Customer injuries were mainly minor cuts, grazes and strains relating to the handling of their goods. Most of these injuries and those of 'visitors' could have been avoided by personal protective gloves and foot-wear.

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

Year ended 31 March	2014	2015	2016	2017	2018
Number of customer move-ins	72,772	75,097	75,438	71,715	<b>73,662</b>
Number of minor injuries	31	50	58	41	<b>61<sup>+</sup></b>
Number of reportable injuries (RIDDOR)*	3	4	4	1	<b>1<sup>+</sup></b>
RIDDOR* per 100,000 customer move-ins	4.1	5.3	5.3	1.4 <sup>†</sup>	<b>1.3</b>

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See page 39 for the independent assurance.

\* RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

† 2017 figure corrected – calculation was not performed.

# Corporate Social Responsibility Report (continued)

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

### Executive Summary

- > Fourteen staff injuries were reported, thirteen of which were minor, with one being reportable [One member of our staff in our Chiswick store hurt her back]. They related to a range of minor hand, arm or leg injuries. One of the staff injuries resulted in a facilities maintenance call out to remedy the item that caused the injury.
- > Our rolling facilities maintenance programme, coupled with annual senior management store tours, as well as the external Health & Safety consultant audits, all play vital parts in identifying potential hazards that could cause injury to anyone accessing our facilities.

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

Year ended 31 March	2014	2015	2016	2017	2018
Average Number of Staff	289	300	318	329	<b>335<sup>+</sup></b>
Number of Minor Injuries	13	15	10	9	<b>13<sup>+</sup></b>
Number of Reportable Injuries (RIDDOR)	1	1	1	0	<b>1<sup>+</sup></b>
AllR* per 100,000 staff	346	333	314	0 <sup>+</sup>	<b>299<sup>+</sup></b>

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See page 39 for the independent assurance.

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

## Big Yellow Construction 'Fit Out' Health & Safety

### Executive Summary

- > There were 2,726 'Man Days' worked on new store construction 'Fit Out' projects in 2018.
- > Three 'Minor Injuries' and no 'Reportable Injuries' were recorded during these works.
- > The final assessment assessed by the independent Considerate Constructors Scheme (CCS) of our new Guildford Central store was conducted in January 2018 and delivered very good scores: We scored 'Very Good' for 'Securing everyone's Safety', 'Care about Appearance', 'Valuing the Workforce' and 'Protecting the Environment' and an 'Excellent' was scored on 'Respecting the Community'.

### Construction Health & Safety (Fit-out Contractors and Visitors)

Year ended 31 March	2014	2015	2016	2017	2018
Number of Total Man Days worked	3,315	3,005	6,560	1,111	<b>2,726<sup>+</sup></b>
Number of Minor Injuries	2	1	3	0	<b>3<sup>+</sup></b>
Number of Reportable Injuries (RIDDOR)	0	0	0	0	<b>0<sup>+</sup></b>

+ Indicates data reviewed by Deloitte LLP as part of their assurance work. See page 39 for the independent assurance. This is new for 2017/18.

\* RIDDOR = Reporting of Injuries, Diseases and Dangerous Occurrences.

## 8.0 OUR ENVIRONMENT

### Introduction

#### Environmental Responsibilities

Our CSR Policy sets out the aspects of what we manage. Our CSR Policy Standard- launched at the end of 2017 - 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.

#### External Benchmarking

We also use the detail in this CSR Report to participate in other benchmarks, such as the annual Carbon Disclosure Project (CDP) and the Global Real Estate Sustainability Benchmark (GRESB) to engage with our other Ethical Investors. Notwithstanding this and in order to maintain an efficient and sustainable business for its stakeholders, we have continued to commit significant resources to the environmental and social aspects of our storage operations, property portfolio, new store developments and site acquisitions.

 For more details on our applications for the above benchmarks see the '**Basis of Reporting**' section of the CSR section of our Investor Relations website.

We have aligned ourselves to the Core Elements of the Task Force on Climate-Related Financial Disclosure (TCFD). The Task Force structured its recommendations around four thematic areas that represent core elements of how organizations operate: governance, strategy, risk management, and metrics and targets.

# Corporate Social Responsibility Report (continued)

## **Introduction** (continued)

Information on Governance and Risk Management are set out in our CSR Policy Standard.

Strategy, metrics and targets are contained in this report.

## Compliance

In this report we state our energy use and carbon emissions in compliance with the Companies Act and the Climate Change Regulation on Reporting Greenhouse Gas ("GHG") Emissions for listed companies.

We have used the DEFRA Department Environmental Reporting Guidelines [UK DEFRA 2017 Emissions factors database (published 4th August 2017)] conversion factors for our annual GHG Emission calculations and reporting.

## Approach

We have provided a summary of our Scope 1 'onsite' gas use, solar electricity generation and refrigerant use, and our Scope 2 'off site' supplied electricity for our carbon dioxide equivalent emissions and a brief narrative to explain variances where applicable.

We report on a range of environmental key performance indicators and – where relevant - identify them using the codes from the Global Reporting Initiative ('GRI'), as applied by the European Public Real Estate Association (EPRA) at the request of some of our stakeholders.

For the first time this year we are publishing tables and intend to show: a) GRI / EPRA indicators we do report against, b) GRI/ EPRA indicators that are not directly relevant to the nature of our particular operations and c) GRI/ EPRA indicators we will consider reporting on in the future.

Materiality threshold: Our materiality threshold for energy use and carbon emissions is 5%.

Assurance: Deloitte LLP undertake a limited level of assurance on select health and safety and environmental indicators, in accordance with the International Standard on Assurance Engagements 3000 (ISAE 3000 Revised).

A list of assured indicators can be found on page 39 of this report.

## Target setting

In 2017 we exceeded our emission reduction target of a 34% reduction in Scope 1 and Scope 2 GHG Emissions by 2020 – we achieved a 36.4% reduction. This has risen to 48.8% in 2018 from our 2011 peak year.

We are committed to the longer-term target of an 80% reduction by 2050 (or by approximately 3.5% per year).

We intend to establish other targets and KPI's and plan to publish progress in our 2018/19 report.



A fuller update on Emissions targets can be found [here](#).

## **Environmental Performance**

### Executive Summary

- > Between 2015 and 2017 we have made significant investments of £544,004<sup>7</sup> in internal and external LED lighting upgrades and motion sensor installations.
- > We have made great progress to reduce energy consumption and emissions and have already beaten our emissions reduction target of 34% by 2020, having achieved a 45.7% reduction by 2018 from our baseline year 2008. Our reduction from our peak year in 2011 was 48.8%.
- > Our total Scope 1 & 2 emissions compared to last year have decreased by 14.7% – this has been largely achieved through a favourable UK fuel mix during 2018 and by our investments in sustainable lighting and motion sensors.
- > With our LED lighting and motion sensor programmes complete, our energy use and emissions performance are likely to have plateaued during 2017/18. As we add stores in the years to come, we can expect to see an increase in energy use, which we hope to minimise by installing Solar PV and / or other renewable solutions for new build stores.
- > Our Solar generation as % of grid use is 3.5%, slightly lower than the previous year. However, our latest store in Guildford Central has been equipped with a 50kWh installation and we hope will contribute to a higher % next year.
- > Since 2011, our solar generation has tripled – we remain committed to our investments in solar. Our percentage of solar energy used in stores with Solar PV capacity of 50kWh was 36.4%.
- > During 2018/19, we will review our renewables strategy to ensure we can reduce our grid electricity use over time. We will be also looking at specific targets and look forward to report against these within our next annual report.

<sup>6</sup> From our peak baseline year 2011.

<sup>7</sup> As provided by our Facilities department and is based on tracked spending of equipment and installation.

# Corporate Social Responsibility Report (continued)

## Environmental Performance (continued)

The below sections set out:

Part	Aspect	Contents
8.1	Energy	Electricity, Solar, Gas
8.2	Emissions	Scope 1, Scope 2, combined Scope 1 & 2 and Scope 3
8.3	Water	Store use, as part of Climate Change risks & adaptation
8.4	Waste	
8.5	Resource use	In house & customer use
8.6	Assets	List and certification
8.7	Benchmarks, Legislation & Standards	

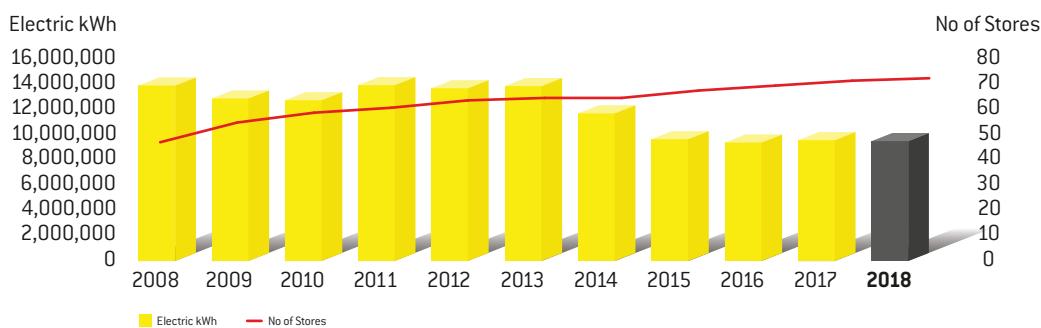
### 8.1 ENERGY

#### Long Term Electricity Use

##### Executive Summary

- > Small reduction in like for like electricity use in stores achieved against a backdrop of relatively stable store portfolio in terms of the number of facilities trading.
- > Energy efficiency initiatives now largely complete – significant investment (over £544,004 LED lighting and motion sensors) over last 3 years.
- > New strategy to be defined 2018/19, to include Climate Change adaptation where necessary.

#### Long Term Store Electricity 2008 to 2018



The above chart shows electricity used in our stores between 2008 and 2018 (excluding our head office in Bagshot and our distribution depot in Maidenhead). Electricity use in stores represents 99% of our electricity consumption.

##### History

Between 2008 and 2017 we installed first internal, later external, LED lighting in many of our stores and renewable energy initiatives were included in our new stores, such as solar panels (as of 12.03.2018 on 18 stores), and ground source heat pumps (in five stores) and these achieved both electricity use reduction and sustainable electricity generation across our store portfolio.

Electricity use is driven by quantifiable factors such as new stores openings, the provision of flexi offices at certain stores and increasing customer occupancy. Electricity use is also driven by more variable aspects of our business, such as frequency of customers accessing our stores (and triggering motion sensor lighting) and the number of business customers in a store who may make use of electrical socket supply in our stores.

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

Between 2015 and 2017 we spent just over £540,000 on LED lighting upgrades at over 70 of our stores.

From 2017 we no longer include Bagshot and Maidenhead in the Group energy totals, and the consumption at these sites is now reported as separate data in our group totals. We believe this makes it easier to provide meaningful comparative data and narrative on the trends in our store electricity use.

# Corporate Social Responsibility Report (continued)

## 8.1 ENERGY (continued)

### This Year

During 2018 we had a relatively stable store portfolio – in March 2018 we added Guildford Central [on 12.03.2018] to our store portfolio – this opening has not had a material impact on our store footprint.

Customer occupancy continued to grow and some stores have required further internal partitioning works (the fit out of second phases of storage space). This has been balanced out with the savings achieved through the final installations of external motion sensors and LED upgrades – resulting in a very small drop (-0.8%) in our electricity usage.

With all the internal and external LED lighting and motion sensor installations complete, our opportunities for continuous energy reductions through equipment efficiencies are now limited to the few more recently acquired sites that remain to be upgraded.

Looking forward, we are committed to reviewing our energy efficiency strategy and assessing if there are other opportunities suitable for the nature of our business.

Store portfolio Electricity Use from Peak Energy Year 2011 (GRI Elec-Abs / G4-ENS3) Year ended 31 March	Peak Year 2011	2015	2016	2017	2018
Electricity Use (kWh)	13,925,217	9,643,341	9,376,085	9,568,862	<b>9,494,954<sup>+</sup></b>
Reductions from 2011 Peak (%)	–	(30.7%)	(32.7%)	(31.3%)	<b>(31.8%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

From 2017, we no longer include Bagshot and Maidenhead in the Group energy totals, and the consumption at these sites is now reported as separate data in our group totals. This approach is explained in the 'Basis of reporting' document.

### New Store Acquisitions and 'Same Store Portfolio' Electricity Use (2017 v 2018)

#### Executive Summary

- > Our new store at Guildford Central opened on 12th March 2018, meaning it was operational for 20 days of our financial year. Guildford Central used 6,517.7kWh during that period.
- > This represents 0.07% of our total store electricity use and is therefore not material.

### Store Portfolio Electricity Use and Climate Change Levy ("CCL")

#### Executive Summary

- > The 3.5% increase in the CCL costs from last financial year to this year can be largely attributed to the increase in the rate set by the UK government against the backdrop of a small reduction in our electricity consumption.
- > Our UK network electricity supply provides 94% of our total energy use.
- > Our electricity use has reduced by 31.8% since our peak use in 2011, during the same timeframe the Climate Change Levy has increased by 35.6%.

Store Portfolio Scope 2 Use and Climate Change Levy Year ended 31 March	Peak Year 2011	2015	2016	2017	2018	% change from Peak
Electricity Use (kWh)	13,925,217	9,643,341	9,376,085	9,568,862	<b>9,494,954<sup>+</sup></b>	<b>(31.8%)</b>
CCL (£/kWh)	0.00430	0.00541	0.00554	0.00559	<b>0.00583<sup>+</sup></b>	<b>35.6%</b>
CCL paid (£)	£59,878	£52,171	£51,944	£53,490	<b>£55,355</b>	<b>(7.5%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

The UK Government Climate Change Levy rates are as per table below:

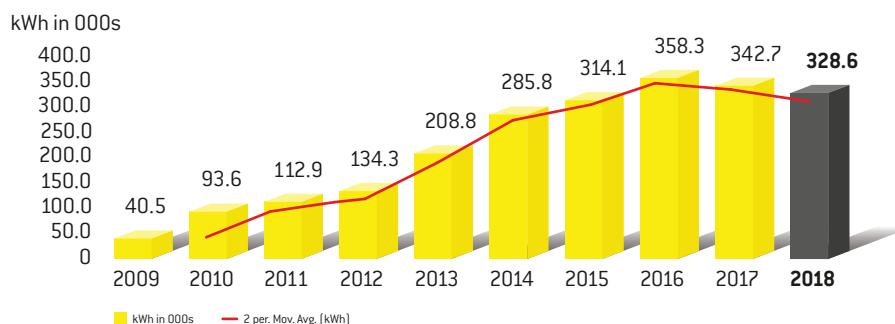
Taxable commodity	Rate from 1 April 2016	Rate from 1 April 2017	Rate from 1 April 2018	Rate from April 2019
Electricity (£ per kilowatt hour (kWh))	0.00559	0.00568	0.00583	0.00847

# Corporate Social Responsibility Report (continued)

## Store Portfolio Long Term Solar Electricity Generation (2009 to 2018)

Our portfolio of stores with roof-mounted solar PV installations generate low carbon electricity that is monitored for performance. We also receive financial payments from the energy companies that we export to. There are 18 stores, including our newest store in Guildford Central<sup>8</sup>, with roof-mounted solar PV installations.

### Store Solar Generation 2009 to 2018



The 'Feed-in Tariff' payments for generation and 'Deemed Export' of electricity apply to all these installations.

### Executive Summary

- > Solar electricity generation represents a saving of approximately 9 pence per kWh for displaced UK network supplied electricity, a total saving of £30,000 over the year.
- > Since 2011, our solar generation has tripled – we remain committed to our investments in solar. Our percentage of solar energy used in stores with Solar PV capacity of 50kW was 36.4%.
- > During 2018 we saw a 4.1% drop in our solar electricity generation compared to 2017. This was the result of less sunshine in 2017/18 and is disappointing, as we see solar PV as an important part of our energy and renewables strategy and remain committed to installing Solar PV on all new stores (where possible).
- > We anticipate that our maintenance contract with a new provider will result in improved data quality and deliver swifter responses to any future solar installation issues.

### Renewable Energy Generation, Savings and Materiality

Onsite Solar 'Self Supply' Generation Year ended 31 March	2011	2015	2016	2017	2018
Solar Generation (kWh)	107,074	314,068	358,279	342,670	<b>328,557<sup>+</sup></b>
Total Grid Use (kWh)	13,153,960	9,643,341	9,376,085	9,568,862	<b>9,494,954</b>
Total Grid Savings (£)*	74,724	106,607	115,216	113,652	<b>£93,982</b>
Solar % of Grid Use (kWh)	1.6%	3.3%	3.8%	3.6%	<b>3.5%</b>
Solar % of grid use in Solar PV stores	–	–	–	14.2%	<b>13.3%</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

\* Solar Payments from Energy Companies = Feed in Tariff + Deemed Export kWh payments = £63,102.

Supplied UK Network displaced electricity savings = 342,670 solar kWh x 9p Grid kWh displaced = £29,570.

Our larger capacity 50 kWh installations (e.g. Gypsy Corner) generate approximately 40,000 kWh/year. This can equate to nearly 30% of the stores annual kWh demand.

<sup>8</sup> With 20 days online before year end, during a time of low sunshine hours has not materially contributed to the overall figures.

# Corporate Social Responsibility Report (continued)

## Customer Gas Use in Stores for Flexi Office Heating

### Executive Summary

- > Gas use for the heating of our flexi offices at 8 stores reached a peak benchmark in December 2012, due to the coldest winter since our records began.
- > The increase in gas use in 2018 was 2.5% and is predominantly due to the tougher winter and higher flexi office occupancy compared to the previous two years.

### Store Portfolio GRI Absolute Gas Use Reductions

('Fuels-Abs' F4-EN3) Year ended 31 March	Peak Year 2012	2015	2016	2017	2018
Gas Use (kWh)	742,086	602,563	592,257	630,463	<b>646,284</b>
Gas Use variation from Peak Use (%)	(3.4%)	(18.8%)	(20.2%)	(15.0%)	<b>(12.9%)</b>

## Total Energy Use (Electricity and Gas) and Materiality

### Executive Summary

- > Our gas use does not contribute significantly to our overall energy use. During 2017/18 it represented 6.4% of overall energy use.
- > It is anticipated that improved data monitoring processes in 2018/19 will allow us to understand drivers for gas variances better, specifically occupancy drivers and temperature patterns.

### Total Electricity and Gas (kWh) Use and Gas Use Materiality (%)

Year ended 31 March	Peak Year 2011	2015	2016	2017	2018
Total Energy Use (kWh)	14,581,234	10,245,904	9,968,342	10,199,325	<b>10,141,238</b>
Total Reductions from 2011 Peak (%)	–	(29.7%)	(31.6%)	(30.1%)	<b>(30.5%)</b>
Gas Materiality %	–	5.8%	5.9%	6.2%	<b>6.4%</b>

Gas use peak was 2012, which was the coldest winter since our records began.

## UK Network Supplied Energy (Electricity and Gas) Intensity

### Executive Summary

- > With a number of stores now at high levels of occupancy, efficiency indicators continue to perform as expected.
- > This is excellent news – our continued focus on growing occupancy across our store portfolio should continue to deliver improved efficiency metrics.
- > Group revenue has increased since 2011.
- > Our energy use intensity [kWh per revenue] has reduced by 62.5% from our peak. Revenue intensity reduction represents all of the self storage activities and services from our 74 store portfolio.

### Energy Intensity per Annual Avg Occupancy and Gross Internal (Floor) Area (Energy-INT/CRE1)

Year ended 31 March	Peak Year 2011	2015	2016	2017	2018	% change from 2011 Peak
Total Energy Use (kWh)	14,581,234	10,245,904	9,968,342	10,199,325	<b>10,141,238</b>	<b>(30.5%)</b>
Ann Avg Occ (m <sup>2</sup> )	197,884	283,732	304,964	325,537	<b>344,566</b>	<b>74.1%</b>
kWh/Ann Avg Occ	73.7	36.1	32.7	31.3	<b>29.4</b>	<b>(60.1%)</b>
Gross Internal (Floor) Area (m <sup>2</sup> )	545,500	605,419	621,050	629,686	<b>659,347</b>	<b>20.9%</b>
KWh / GIA (m <sup>2</sup> )	26.7	16.9	16.1	16.2	<b>15.4</b>	<b>(42.3%)</b>

### Energy (Electricity and Gas) Use / Revenue Intensity (Energy-INT/CRE1)

Year ended 31 March	Peak Year 2011	2015	2016	2017	2018	% change from 2011 from Peak
Total Energy Use (kWh)	14,581,234	10,245,904	9,968,342	10,199,325	<b>10,141,238</b>	<b>(30.5%)</b>
Revenue (£'000)	£61,885	£84,276	£101,382	£109,070	<b>£116,660</b>	<b>88.5%</b>
KWh / £ Revenue	0.24	0.12	0.10	0.09	<b>0.09</b>	<b>(62.5%)</b>

Please refer to our 'Basis of Reporting' document for an explanations of the metrics used above.

# Corporate Social Responsibility Report (continued)

## 'Non-Store' Portfolio (Head Office and distribution warehouse) Energy Use (Electricity) kWh

Our non-store portfolio consists of two business administration centres; our head office at Bagshot, Surrey and our warehouse depot for the storage and distribution of our packing materials at Maidenhead, Berkshire. They both provide services to the store portfolio. The head office electricity use is more intense due to higher number of staff at this location. Electricity is mainly used for lighting, heating or cooling and computer equipment in the office areas.

### Executive Summary

- > The total electricity reductions for both the head office and depot buildings from the benchmark year 2011 to 2017 was 33.5%.
- > This is a significant improvement, which we attribute to the benefits of energy efficient LED re-lamping and more efficient air conditioning and IT equipment investment programmes.
- > With the expansion of our store portfolio over the years, our employees spend less time in the office and more in the various stores and also take advantage of the company's flexible working arrangements, by working from home on occasion. Our head office headcount has increased over the last 5 years.

Head Office and Depot Electricity Use Year ended 31 March	Peak Year					
		2014	2015	2016	2017	2018
Head Office (kWh)'000	126,050	104,366	98,585	89,078	89,448	<b>84,970</b>
Depot (kWh)	21,942	17,813	16,927	19,182	18,747	<b>13,439</b>
Total (kWh)	147,992	122,179	115,511	108,260	108,195	<b>98,409</b>
Reductions*	–	(17.4%)	(22.0%)	(26.9%)	(14.2%)	<b>(33.5%)</b>
Annual Reductions	–	(3.8%)	(5.5%)	(6.3%)	(0.1%)	<b>(9%)</b>

## 8.2 EMISSIONS

### UK Government GHG Emission Conversion Factors for Company Reporting

Energy type	Emissions Factor	Unit (kgCO <sub>2</sub> e per...)	Source	Scope
Electricity	0.35156	kWh	DEFRA 2017 – UK Electricity	Scope 2
Gas	0.18416	kWh (Gross)	DEFRA 2017 – Fuels	Scope 1
Solar	0	kWh	Renewable energy source – assumed zero tCO <sub>2</sub> e	Scope 1
			DEFRA 2017 – Delivery Vehicles tab – Average	
Van	0.41439	Mile	(up to 3.5 tonnes) – Diesel factor	Scope 1
Refrigerant R410A*	2088	Kg	DEFRA 2017 – Refrigerant & other	Scope 1

\* Kyoto Protocol air conditioning refrigerant 'top up' / 'global warming fugitive emissions'.

Annual 'same store' portfolio electricity use and carbon emission comparisons are used.

Our materiality threshold for energy use and carbon emissions is > 5%.

### Scope 1 Real Estate Portfolio Direct GHG Emissions

#### Gas

Eight of our stores provide flexi office services with gas heating for customers.

### Executive Summary

- > From 2012, milder winters have reduced gas use and GHG emissions by 13.6%.
- > In 2018, our GHG emissions have increased by 2.6% due to increased customer occupancy of our flexi-offices with gas heating and a tougher winter in March 2018<sup>9</sup>.

Scope 1 Flexi Office Stores Gas Heating Emissions (GHG-Dir-Abs) Year ended 31 March	Peak Year						% change from 2012 Peak
		2012	2015	2016	2017	2018	
Gas Use (kWh)	742,086	602,563	592,257	630,463	<b>646,284</b>	<b>(12.9%)</b>	
Emission (tCO <sub>2</sub> e)	137.8	111.5	109.2	116.0	<b>119.02<sup>+</sup></b>	<b>(13.6%)</b>	

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

Financial year 2018 heating gas conversion factor = kWh x 0.18416 (kgCO<sub>2</sub>e).

<sup>9</sup> Met office: March 2018 was UK's joint second coldest since records began more than 100 years ago.

# Corporate Social Responsibility Report (continued)

## Refrigerants

Refrigerant use has a direct impact on global warming and is required to be recorded for local and national reporting purposes over a 100 year period, by the Intergovernmental Panel on Climate Change.

Scope 1 Refrigerant Emissions from our store air conditioners occur when small quantities of Refrigerant require 'topping up'.

This year 4 stores had refrigerant 'top up' totalling 10.65 kg.

## Executive Summary

- > From 2014 onwards we chose an efficient Kyoto Protocol blend refrigerant (R410a), which partly explains the decrease in our Scope 1 emissions from refrigerants.
- > Emissions from gas remained relatively stable (10.8%) – this resulted in an overall drop from peak year (2014) of 68.9%.

Scope 1 Refrigerant (R410A) Replacement and GHG Emissions Year ended 31 March	Peak Year 2014*	2015	2016	2017	2018	% change from Peak
Refrigerant Use (Kg)	112.4	11.9	11.3	32.5	<b>10.7</b>	<b>(90.5%)</b>
Emissions (tCO <sub>2</sub> e)	354.8	20.6	21.9	67.9	<b>22.2<sup>+</sup></b>	<b>(93.7%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance.

2014 was our peak year for refrigerant replacement and related GHG emissions.

\* Scope 1 refrigerant R410A, 2018 Kg:tCO<sub>2</sub>e conversion factor (CF 2,088).

## Van

This year, we included fuel used by our Premises Maintenance Manager.

Van make: Volkswagen Crafter CR35 2.0TDI 136PS van.

Total van mileage: 15,090.

## TOTAL

Scope 1 Refrigerant (R410A) Replacement and GHG Emissions Year ended 31 March	Peak Year 2014*	2015	2016	2017	2018	% change from Peak
Scope 1 Gas (tCO <sub>2</sub> e)	120.0	111.5	109.2	116.0	<b>119.0<sup>+</sup></b>	<b>(0.8%)</b>
Scope 1 Refrigerant (tCO <sub>2</sub> e)	354.8	20.6	13.5	67.9	<b>22.2<sup>+</sup></b>	<b>(93.7%)</b>
Scope 1 Van fuel (tCO <sub>2</sub> e) <sup>†</sup>	n/a	n/a	n/a	n/a	<b>6.2<sup>+</sup></b>	–
Total Scope 1 (tCO <sub>2</sub> e)	474.8	132.1	122.7	183.9	<b>147.5<sup>+</sup></b>	<b>(68.9%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

\* 2014 was the peak year for Total Scope 1 Emissions.

† Included for first year FY 2017/18.

## Scope 2 National Network Supplied Electricity and GHG Emission

Scope 2 emissions from electricity supplied to our stores is our most material emissions source: electricity supply from power stations provided 95% of our total annual energy for the year ending 31 March 2018.

Two main drivers affect our company's performance:

- > Energy efficiency programmes.
- > UK Fuel mix.

# Corporate Social Responsibility Report (continued)

## Scope 2 National Network Supplied Electricity and GHG Emission (continued)

### Executive Summary

- > Our emissions reductions are due to both our energy efficiency programmes since 2011 and more recently, compared to last year, due to a favourable UK fuel mix.
- > Our annual average carbon emission reductions from 2011 is approximately 7% per annum; more than double the target set for the commercial property sector to meet the UK Government's GHG emission target of a 34% reduction by 2020 (or a 3.5% reduction per annum to 2050).
- > In recent years [up until 2017] we have estimated that low carbon renewables and nuclear generated supplied electricity have contributed to reducing our GHG emissions by around 1% per year over the last 5 years, based on DEFRA DECC UK Scope 2 electricity conversion factors. Between 2017 and 2018 this jumped to 14.7%.
- > The 'Like for Like' store portfolio over the last two financial years, excluding our two administrative buildings and new store opening [Guildford Central], indicate that electricity use in 2018 decreased marginally by 0.7% compared to the previous year.
- > Apart from these savings, our electricity efficiency investment programmes have achieved proportional cost savings on our CCL bills and our annual CRC Taxes.

Scope 2 Electricity GHG Emission Year ended 31 March	Peak Year 2011					% change from Peak
		2015	2016	2017	2018	
Electricity (kWh)	13,925,217	9,643,341	9,376,085	9,568,862	<b>9,494,954<sup>+</sup></b>	(31.8%)
Scope 2 (tCO <sub>2</sub> e)	6,758	5,908	4,456	3,943	<b>3,373<sup>+</sup></b>	(50.1%)

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

\* Grid electricity cost excluding VAT and including CCL Tax 2011, was 0.430 p/kWh or £59,878.

GRI and EPRA 'Like for Like' Standards (G4-EN3 / Elec-LFL) Year ended 31 March	2016	2017	2018	Change %	
				2018	%
Total Electricity Use (kWh)	9,376,085	9,568,862	<b>9,494,954<sup>+</sup></b>	(0.7%)	
2016 Acquired Store Use (kWh)	(108,260)*	(181,190)*	<b>(6,518)**</b>	–	
LFL Electric Use (kWh)	9,267,825	9,387,672	<b>9,488,436</b>	+1.1%	
LFL tCO <sub>2</sub> e	4,581	3,868	<b>3,336<sup>+</sup></b>	(13.8%)	

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

\* Excluding non-store portfolio electricity use (Head Office and Depot) 2016.

\*\* Excluding new store (Guildford Central) kWh use in financial year ending 31 March 2018.

kWh conversion factor 2016 = 0.49426; and 2017 = 0.41205 ; 2018 = 0.35156

### Total Scope 1 and 2 Emissions

Scope 1 and Scope 2 reference different years for their peak consumption – for the combined emissions total we use 2011 as benchmark.

### Executive Summary

- > In 2018 total Scope 1 and Scope 2 GHG Emissions achieved a reduction of 48.8% from our peak GHG emission year 2011. This reduction is partly due to the increase in Scope 1 refrigerant efficiency and for Scope 2 the improved UK fuel mix and contributions from our Solar PV installations.
- > Scope 1 emissions from our stores represent only 4.2% of our combined Scope 1 and 2 emissions in 2018.
- > This year's refrigerant top up was significantly smaller than 2017.

Year ended 31 March	Peak Year 2011						% change from Peak
		2014	2015	2016	2017	2018	
Scope 1 Emissions	–	474.8	132.1	122.7	183.9	<b>147.5<sup>+</sup></b>	(68.9%)
Scope 2 Emissions	6,879.5	5,207.0	4,776.0	4,333.5	3,943	<b>3,373<sup>+</sup></b>	(50.1%)
Total (tCO <sub>2</sub> e)	6,879.5	5,681.8	4,908.0	4,456.2	4,126.9	<b>3520.5<sup>+</sup></b>	(48.8%)

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

# Corporate Social Responsibility Report (continued)

## Scope 1 and 2 GHG Emission Intensity

Our GHG Emissions 'intensity' indicators are based on average customer occupancy ( $m^2$ ), total Group revenue (£) and gross internal floor area ("GIA" per  $m^2$ ).

### Executive Summary

Our strong occupancy and revenue growth over the last few years are the key drivers for our very pleasing intensity improvements.

- > Our GIA Intensity has improved by 60%; and our Occupancy Intensity by over 70% from our peak year in 2011, and our Revenue Intensity by over 72%.
- > Our future GHG Emission reduction programme is to continue to invest in energy efficiencies and renewable energy, where viable, on new build and acquired stores.

Scope 1 and 2 GHG Emission Intensity / Occupancy, Revenue & GIA (GHG-Int.) Year ended 31 March	Peak Year 2011					% change from Peak
		2015	2016	2017	2018	
Total (tCO <sub>2</sub> e)	6,879.5	4,908.0	4,456.2	4,126.9	<b>3520.5<sup>+</sup></b>	<b>(48.8%)</b>
Average Occupancy ( $m^2$ )	197,884	283,732	304,964	325,537	<b>344,566<sup>+</sup></b>	
kgCO <sub>2</sub> e / Occupancy	34.8	17.3	14.6	12.7	<b>10.2<sup>+</sup></b>	<b>(70.7%)</b>
Revenue (£000)	61,885	84,276	101,382	109,070	<b>116,660<sup>+</sup></b>	
kgCO <sub>2</sub> e / Revenue (£)	0.11	0.06	0.04	0.04	<b>0.03<sup>+</sup></b>	<b>(72.7%)</b>
GIA ( $m^2$ )	545,490	605,419	621,050	629,686	<b>659,347</b>	
kgCO <sub>2</sub> e / GIA ( $m^2$ )	12.6	8.1	7.2	6.6	<b>5.3<sup>+</sup></b>	<b>(60%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

## Scope 3 Voluntary Supply Chain GHG Emissions

Scope 3 supply chain emissions are 'Greenhouse gases' from electricity supplier losses during transmission and distribution of electricity to our stores.

Scope 3 – Electricity Supply and Distribution GHG Emission Losses Year ended 31 March	Peak Year 2011					% change from Peak
		2015	2016	2017	2018	
Total Electricity Use (kWh)	13,925,217	9,643,341	9,376,085	9,568,862	<b>9,494,954<sup>+</sup></b>	<b>(31.8%)</b>
Scope 2 (tCO <sub>2</sub> e)	6,758	4,776	4,333	3,943	<b>3,373<sup>+</sup></b>	<b>(50%)</b>
Scope 3 (tCO <sub>2</sub> e)	544	417	355	357	<b>312</b>	<b>(42.6%)</b>
Total (tCO <sub>2</sub> e)	7,302	5,193	4,688	4,300	<b>3,685</b>	<b>(49.5%)</b>

+ Indicates data reviewed by Deloitte LLP. See page 39 for their independent assurance report.

UK Transmission and Distribution Conversion Factors for 2018 was 0.03287.

## 8.3 WATER

### In-Store use

Water use has been assessed as a "low environmental impact" for self storage (usage of 28,486  $m^3$  in 2016).

Our data has provided an average of 20.3 tCO<sub>2</sub>e emissions per year. This represents less than 0.5% of combined Scope 1 and 2 emissions, which is below the materiality threshold for carbon emissions.

Water use monitoring is continued in order to review our future water use efficiency.

### Flooding & Droughts

As part of our Climate Change mitigation and adaptation initiatives, our stores have features that take the local aspects of 'water' into consideration – either by incorporating Sustainable Urban Drainage Systems (SUDS) or Rain Water Harvesting<sup>10</sup> (see our Asset List).

We conduct detailed site assessments throughout our Planning, Acquisition and Construction phases to ensure risks are adequately mitigated and our store infrastructure is able to cope with a variable future.

<sup>10</sup> Some of our stores may still show RWH in place although some may have been temporarily disconnected due to technical issues – we are looking to address these in the coming year.

# Corporate Social Responsibility Report (continued)

## 8.4 WASTE

### Waste Sources and Segregation

Our main source of waste is from the operational activities of our stores (mainly from retail and office activities) that have a relatively low environmental impact. Our store staff apply best practice waste segregation for general and mixed dry recyclable materials.

#### Executive Summary

- > Our recycling contractor provides further segregation and recycling post collection.
- > Since our 'total waste' benchmark of 2011 (244t) our store portfolio has increased from 62 to 74 stores (an increase of 19.4%), and total waste has increased to 343t in 2018, an increase of 40.2% from 2011.
- > Our in store recycling performance has declined – we have issued all our stores with separate recycling bins and communication and will seek to improve our performance going forward.
- > We will be evaluating schemes for card board recycling during 2018/19.

**Scope 3 – Store Waste 'Supply Chain' Recycling and Landfill Emissions (Waste-Abs)**

Year ended 31 March	Peak Year 2011	2015	2016	2017	2018
Total Waste (tonnage)	244.0	272.7	296.2	325.1	<b>342.0</b>
Mixed Dry Recycled (t)	172.0	170.0	176.0	193.0	<b>198.0</b>
	(70.5%)	(63%)	(60%)	(59%)	
General Waste (t)		101.0	118.0	130.0	<b>143.0</b>
		(37%)	(40%)	(41%)	
Recycled Mixed Glass (t)	–	1.4	1.4	1.4	<b>1.0</b>
Recycled Board/Paper (t)	–	–	1.4	0.7	<b>0</b>
Waste to Landfill (t)	69.0	38.2	58.9	65.2	<b>36.0</b>
Landfill Tax (£)	–	7,054	9,822	12,913	<b>15,931</b>
Landfill GHG (tCO <sub>2</sub> e)*	10.8	11.0	17.0	18.9	<b>21.2</b>

\* Landfill gas conversion factor used in 2017 was = 0.2892 per tCO<sub>2</sub>e. For this report, we have used the 2017 DEFRA emission factor for municipal waste sent to landfill of 588.9 per kg CO<sub>2</sub>e. This explains the increase of Landfill GHG even though the amount of waste to landfill has actually decreased.

The 'Waste to Landfill' number is calculated by subtracting from the General Waste number our contractor's mass balance figure.

Using an estimated mass balance figure of 75% a further 107.03 tonnes of general waste can be claimed of being diverted from landfill. During 2016/17 we failed to subtract that mass balance figure so have corrected the data this year. We incorrectly stated 130t were sent to landfill, when in effect we had a mass balance calculation that saw another 64.8t diverted from landfill.

Landfill Tax is an environmental tax paid in addition to normal landfill costs. Reducing, re-using and recycling waste can reduce the Landfill Tax rate to £2.65 per ton (for more inert waste). If no segregation or recycling occurs, an increase in the tax to £84.40 per ton can apply to more active waste. These changes have increased our landfill tax by 32%, mainly due to the reduction in the market value of our recyclate that is now sent to landfill due to its low price.

### Scope 3 Store Waste Supply Chain Costs

During the year, we refreshed our in-store recycling infrastructures by purchasing new recycling bins for the stores. We also issued guidance to our stores on what can be recycled and what cannot.

**Scope 3 – Store Waste 'Supply Chain' Costs**

Year ended 31 March	2011	2015	2016	2017	2018
Total Waste Cost (£)	49,358	60,040	60,351	83,227	<b>95,898</b>
Mixed Recycling (£)	28,195	29,897	29,305	43,925	<b>47,720</b>
General Waste (£)	21,163	29,829	30,537	38,740	<b>47,793</b>

Store generated waste is sorted into four categories of: 'mixed dry recyclable materials'; 'general waste'; 'mixed glass'; 'paper and card board'.

# Corporate Social Responsibility Report (continued)

## New Store Construction 'Fit-out' Waste Management Performance

Year ended 31 March	2011	2014	2015	2016	2017	2018
Tonnage	147.5	78.9	14.5	13.6	0	<b>51.3</b>
Waste Recycled (%)	93.2	95.0	100.0	92.8	0	<b>99.2</b>
Plasterboard Recycled (%)	100	100	100	100	0	<b>100</b>

In 2018, Guildford Central was under construction 'Fit Out' phase and generated site waste.

Guildford Central achieved a BREEAM SMART Waste Benchmarks Amount of waste tonnes per 100m<sup>2</sup> of '3'.

## 8.5 RESOURCE USE

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

### Definition

Generally we mean resources to be:

- a. the materials we use in stores and at head office and our distribution centre as part of doing our day to day jobs, such as paper, pens, other stationary [in house] and
- b. Packaging materials we sell to our customers either online or in store [customer facing].

**In house:** we ask our employees to treat the company's resources with respect and restraint. We have taken measures to ensure responsible consumption, like:

- > Printers are set to double sided.
- > Employees are encouraged to minimise printing.
- > Stationery is centrally managed.

We have also changed our iconic Big Yellow pens from a bright yellow plastic centre piece to an equally iconic pen with a recycled card centre piece, minus the single-use plastic.

**Customer facing:** we are aware that our packaging has a useful function: to protect our customers' treasured possessions and goods.

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.

We want to make sure our customers are able to purchase our products without having to worry about the potential negative impacts our products or their packaging has on the environment. We have been choice editing the material make up of our boxes for a number of years and have this year moved onto other aspects.

### Board

Over the years, we have worked with our suppliers to source board and paper with high recycled material content – typically our boxes sold to customers contain between 70% and 100% recycled board.

### Plastics

During 2017/2018 we conducted a review of potential single-use plastic and identified approx. 1600kg of, material mainly contained within the packaging of the products we sell, for example the outer bag of our sofa covers.

# Corporate Social Responsibility Report (continued)

## Breakdown of single- and multi-use plastics

Our plastic Packing Materials can be broken down into Multi Use and Single Use , namely:

Multi Use	Single Use
Bubble wrap	Padlock Blister Packaging
Covers	Clear Shrink wrap
Crates	Cover Outer Bags
Grip Seal Bags	Black Shrink wrap
Marker Pens	Tape
Rope	Twine
Vacuum Storage Bags	

Changes we are trialling<sup>11</sup> to reduce our use of single- use plastic:

- > Single use plastic outer bags will be replaced with thin cardboard boxes.
- > We will discontinue twine – feedback indicates our rope or tape works just as well.
- > We will move from our own-branded tape to standard brown tape to reduce ink use and make the manufacturing process more environmentally friendly.
- > Padlock blister packaging will be changed to cardboard.

Please note:

- > Clear Shrink wrap is recyclable and does not come in any packaging – no changes required.
- > Black Shrink wrap is not recyclable. No suitable alternative available – we will keep engaging with our suppliers to identify potential alternatives.

On multi-use plastic:

- > We are looking to source a rope with better environmental credentials.

## Customer Engagement

Most of our products are absolutely perfect for re-use or recycling – we have made changes to our online box shop to make the composition of individual products clearer, under the heading ‘Environmental Attributes’ and we have introduced a ‘Your bit’ section to inform customers if products can be recycled.



## 8.6 ASSET LIST & GREEN STORE PORTFOLIO

### Introduction to Green Stores

Big Yellow has trialled and invested in ‘green roofs’ and ‘green walls’ on several of our stores (Barking, Chiswick, Fulham, High Wycombe and Sutton) in the urban areas of our towns and cities.

These investments provide shade to our stores in the summer that are susceptible to the ‘urban heat island effect’ and form part of our mitigation and adaptation initiatives.

Green roofs can store moisture runoff after rainfall that evaporates in the spring and summer seasons and cools the upper floor levels. ‘Rainwater Harvesting Systems’ are also installed (Barking, Chiswick, Liverpool, Merton, Sheffield and Sutton) in order to provide landscape irrigation in the summer months.

Several stores have ‘Sustainable Urban Drainage Systems’ that provide permeable car park surfaces or peripheral soft landscaping that can regulate surface water to ground waters and local rivers and back to local rives.

<sup>11</sup> Current stock will be phased out and trials will be rolled-out dependent on customer feedback.

# Corporate Social Responsibility Report (continued)

## Big Yellow Store Portfolio – Asset Certifications

Certified Assets (EPRA 'Cert-Tot' and GRI 'CRE8')					RWH or SUDS	Solar PV (kWh) Capacity
No.	Store	EPC's	"BREEAM" Certification			
1	Balham	B	GSHP 4kWp			10 kWh
2	Barking	A	Green Roof	RWH		50 kWh
3	Battersea	C	–	–		–
4	Beckenham	B	–	–		–
5	Birmingham	C	–	–		–
6	Bristol Ashton Gate	B	–	–		–
7	Bristol Central	B	–	–		–
8	Bromley	B	GSHP 15kWp			7 kWh
9	Camberley	A	–	SUDS		10 kWh
10	Cambridge	B	–			–
11	Chester	C	–			–
12	Chiswick	B	Green Roof			50 kWh
13	Ealing	B	–			–
14	Edinburgh	B	–			26 kWh
15	Edmonton	B	–	–		–
16	Eltham	C	–	–		–
17	Enfield	B	'Excellent'			50 kWh
18	Finchley East	B	–	–		–
19	Fulham	B	Green Roof; GSHP			28 kWh
20	Gloucester	B	–	–		–
21	Guildford Central	A	Very Good			50 kWh
22	Guildford Slyfield	C	–	–		–
23	Gypsy Corner	B	–			50 kWh
24	High Wycombe	B	Green Roof			–
25	Kennington	B	GSHP			4 kWh
26	Kingston	B	–	–		–
27	Leeds	B	–	–		–
28	Liverpool	C	–	RWH		–
29	Merton	B	GSHP	RWH		9 kWh
30	New Cross	B	–			50 kWh
31	New Malden	C	–	–		–
32	North Kensington	B	–	–		–
33	Nottingham	C	–			50 kWh
34	Oxford 2	B	–			–
35	Poole	C	–			–
36	Reading	A	'Excellent'	SUDS		9 kWh
37	Richmond	B	–			18 kWh
38	Sheen	B	'Excellent'; GSHP			7 kWh
39	Sheffield (Bramall Ln)	B	–	RWH		
40	Sheffield (Hillsboro')	B	–			
41	Stockport	B	–			
42	Sutton	B	Green Roof	RWH		
43	Swindon	B	–	–		–
44	Tolworth	B	–	–		–
45	Tunbridge Wells	B	–	–		–
46	Twickenham 1	A+	–	SUDS		16 kWh
47	Twickenham 2	C	–	–		–

Explanation of terms:

SUDS = Sustainable Urban Drainage System

RWH = Rain water harvesting

EPC = Energy Performance Certification (Legislation)

# Corporate Social Responsibility Report (continued)

## 'Green Store' portfolio performance & targets

### Executive Summary

- > Our Green Store portfolio performance improved significantly during the year; 63.5% of our total GIA has an EPC performance of C or above.
- > Furthermore we are making a commitment that all our new built stores will be assessed at a pre-construction BREEAM standard of 'very good' or above (or the equivalent where the standard is not applicable).
- > All stores have energy efficient LED lighting (internal and external) and come with motion sensors.

	2017	2018	2025 Target	Trend
GIA covered by Green aspects (%)*	41%	<b>61%</b>	100%	↑
EPC ranking of A or B ratings in certified stores	76%	<b>79%</b>	90%	↑
New-built Stores BREEAM pre-construction standards	No new stores built			
'Very Good' or above		<b>met</b>		✓

\* Against a total GIA of 659,347m<sup>2</sup>

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

## 8.7 BENCHMARKS, LEGISLATION & STANDARDS

### Legislation

#### Mandatory Greenhouse Gas (GHG) Emissions Statement

The ISAE 3000 Standard provides an evaluation methodology for both the quantitative and qualitative aspects of our carbon management and our energy use. We report our 'self storage' portfolio emissions and the 'absolute' emissions that include our 'non store portfolio'.

Our key carbon emission performance indicators use the GRI KPIs and the EPRA codes, at the request of our investors and other stakeholders for Real Estate Investment Trust (REIT) benchmarking purposes.

We report energy use and carbon emissions in compliance with the Companies Act and Climate Change Regulation on Reporting Greenhouse Gas ("GHG") Emissions for listed companies.

For more details on our applications for the above benchmarks please see the 'Basis of Reporting' section of the CSR section of our Investor Relations website.

In this Report we have provided a summary of our Scope 1 'onsite' heating gas use, solar electricity generation and refrigerant use, and Scope 2 'off site' UK supplied electricity, for GHG equivalent (CO<sub>2</sub>e) emissions. We have used the UK DEFRA 2017 Emissions factors database (published 4th August 2017) Standard for conversion factors for our annual emission calculations and reporting.

#### Climate Change Act 2008 - 'Carbon Reduction Commitment' ("CRC") Tax

The Department of Energy and Climate Change ("DECC") and the Environment Agency ("EA") are stakeholders in the policy for reducing carbon dioxide emissions from large private sector organisations.

### Executive Summary

- > The CRC Tax Rate on carbon emissions from our use of network electricity and gas and from self-supplied solar electricity rose from £16.90 per tonne in 2016, to £17.20 per tonne in 2017 and is due to rise to £17.70 in 2018.
- > Under the CRC Tax scheme our total tCO<sub>2</sub> emissions reduced by 40.5% in 2017 (from our peak emissions in 2011).
- > Our CRC Tax reduction from 2011 to 2017 was 14.7%.

CRC Carbon and Tax Reductions (2011 to 2016) Year ended 31 March	Peak Year 2011	2014	2015	2016	2017	2018*
Total tCO <sub>2</sub> Emissions*	7,608	6,415	5,408	4,926	<b>4,528</b>	-
Reduction in tCO <sub>2</sub> (%) from 2011 Peak	-	(15.7%)	(28.9%)	(35.3%)	<b>(40.5%)</b>	-
Tax Rates (£/tCO <sub>2</sub> )	£12.00	£12.00	£16.40	£16.90	<b>£17.20</b>	<b>£17.70</b>
Tax Payments (£)	£91,296	£76,980	£88,691	£83,249	<b>£77,882</b>	-
Tax Payment Reductions from 2011 Peak (%)*	-	(15.7%)	(2.9%)	(8.8%)	<b>(14.7%)</b>	

tCO<sub>2</sub> emissions from Grid supplied electricity, gas and self-supplied solar panel electricity.

\* Annual CRC Tax reporting occurs after the CSR Report publication and we will provide the numbers in June, 2018.

# Corporate Social Responsibility Report (continued)

## Legislation (continued)

EU Energy Efficiency Directive; 'The UK Energy Savings Opportunities Scheme' ("ESOS")

We have appointed an accredited ESOS Assessor, who measured all of our energy consumption and determined significant areas of use.

The Assessor will conduct energy audits and deliver surveys and recommendations during 2018.

Energy Performance Certificate (EPC's)

As owners of property who lease space to members of the public, we are required to display EPCs to our customers (both individuals and companies) from 1 October 2008.

Certification is required at new store openings, upon store acquisitions and when solar panels are retrofitted onto older stores.

Performance

We have provided 47 EPCs to date in our stores, representing 63.5% of the portfolio.

Of the stores certified 73% have high 'A' or 'B' ratings, mainly due to energy efficient internal LED re-lamping and investment in low carbon electricity 'self-supply', such as solar and ground source heat pump installations.

Considering that the whole portfolio has internal energy efficient LED lighting, we are comfortable that the pre-October 2008 stores will at least achieve the EPC 'C' rating in the future, when the opportunity arises.

## Benchmarks

FTSE ESG

**FTSE4Good Index:** The FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices.

**FTSE ESG Ratings:** FTSE ESG Ratings provide a multi-dimensional measure of environmental, social and governance exposure and practice. It provides the investment community with a tool for portfolio design and management to investigate ESG criteria, or as a framework for corporate engagement and stewardship.

We have taken part in FTSE ESG reporting since 2013.

	2016	2017	2018	2019	2020
FTSE4Good Index		Included			
FTSE ESG Ratings		2.7	<b>Included 2.8</b>		

We intend to maintain membership within the FTSE4 Good Index series ratings and continue to engage with researchers.

Submissions to FTSE ESG closed 17.04.2018 and results are not expected until later during 2018. This does not permit us to include the 2018 results in our 2018 CSR report, which is published in May 2018 – our inclusion and performance will therefore be reported in our next Annual Report (2018/19).

Carbon Disclosure Project (CDP)

The CDP is a global initiative by investors designed to encourage companies (and their suppliers) to publish information on their carbon emissions and climate change strategies, as a measure of their energy use efficiency. The annual disclosures are in June each year and so we report our 2017 performance in this CSR Report. The CDP changed its scoring system in 2016 to combine its 'Disclosure' score within the 'Performance' score as recorded in the table below.

The CDP Performance and Number of Investors <sup>12</sup>	2015	2016	2017	2018	2019	2020
Disclosure Score	93/100	–				
Performance Score	C	B	<b>B</b>			
Number of Investors	822	827	<b>803</b>			
Assets under management (in US\$trillion)	95	100+	<b>100+</b>			

<sup>12</sup> Assets under management and number of investors data from CDP



<https://www.cdp.net/en/info/about-us>

# Corporate Social Responsibility Report (continued)

## Benchmarks (continued)

We commit annually to respond to the CDP 'Investor' Programme as a benchmark for the 'Financials' and 'Real Estate' sectors. We have a combined 'B' rated score for Disclosure and Performance in 2017, for 'taking coordinated action on climate change issues' and 'implementing current best practice'.

Our B Management score means we have outperformed industry average (assessed by CDP at 'C') and represents a strong message to our investor community that our Environmental strategy is an integral part of our business's ability to manage risks and opportunities; that our policies and structures provide governance and strategy to manage Climate Change risks and that we are committed to managing our emissions.

Submissions to CDP closes end of July 2018 with results not expected until later this year. This does not permit us to include 2018 results in our 2018 CSR report, which is published in May 2018 – our 2018 rating will therefore be reported in our next Annual Report (2018/19).

## Global Real Estate Sustainability Benchmark (GRESB)

### The Global Real Estate Sustainability Benchmark ("GRESB") 'Green Star Status'

GRESB collects information regarding the sustainability performance of property owning companies and funds. This includes information on performance indicators, such as energy efficiency, GHG emission, water and waste reductions. The Survey also covers broader issues such as sustainability risk assessments, performance improvement, and engagement with employees, customers, suppliers and local communities.

GRESB rated Big Yellow with a two 'Green Star Status' in 2017. In Europe (and globally) we were scored 82% for 'management and policy' and 51% for 'implementation and measurement'.

Our Environmental and Social Governance (ESG) was ranked 90% against a peer group average of 45%. The benchmark results ranked Big Yellow as in 1st position out of 4 storage companies and 18th out of 23 UK Listed Real Estate Companies, which allows us to identify the areas where we can improve, both in absolute terms and relative to our peers.

We are able to provide our existing and potential investors with information regarding our environmental and social governance performance, in the current real estate investment market.

	2016	2017	2018	2019	2020
GRESB stars	2 stars	<b>2 stars</b>			
Score	57 / 100				
	Peer average was 34	<b>59 / 100 Peer average = 29</b>			
Peer ranking	1st	<b>1st</b>			

Submissions to GRESB closes in June/July 2018 with results not expected until later in 2018. This does not permit us to include 2018 results in our 2018 CSR report , which is published in May 2018 – our rating will therefore be reported in our next Annual Report (2018/19).

## Standards

### Building Research Establishment Environmental Assessment Methodology (BREEAM)

BREEAM certification is a local planning requirement for some of our stores, especially for new developments in high-density urban environments. The methodology assesses impacts and opportunities for enhancing the design and construction environmental aspects.

The certification includes a review of new store energy, sustainable building materials, water efficiency, waste recycling and ecology.

The review also includes social aspects of the building life include its resource management, health, well-being, modes of transport and pollution reduction.

Our pre-construction BREEAM ratings are mainly 'Excellent' scoring in the 75 – 76% range and highest in the areas of land use and ecology; transport; waste; pollution; and energy efficiency.

We commit to a minimum standard on all new built stores of pre-construction BREEAM 'Very Good'.

# Corporate Social Responsibility Report (continued)

## **Standards** (continued)

### Considerate Constructors Scheme (CCS)

The Considerate Constructors Scheme is a non-profit-making, independent organisation founded in 1997 by the construction industry to improve its image.

Construction sites, companies and suppliers voluntarily register with the Scheme and agree to abide by the Code of Considerate Practice, designed to encourage best practice beyond statutory requirements.

The Scheme is concerned about any area of construction activity that may have a direct or indirect impact on the image of the industry as a whole. The main areas of concern fall into three categories: the general public, the workforce and the environment.

We remain committed to managing our construction sites under the CCS scheme.

### European Public Real Estate Association (EPRA)

EPRA's mission is to promote, develop and represent the European public real estate sector, through the provision of better information to investors and stakeholders, active involvement in the public and political debate, improvement of the general operating environment, promotion of best practices and the cohesion and strengthening of the industry.

We report on our environmental key performance indicators and identify them using the codes from the Global Reporting Initiatives ('GRI'), as applied by the European Real Estate Association.

EPRA Reference	General Standard REF	EPRA Definition	Reported, n/a or Planned
ELEC-ABS	302-1	Total electricity consumption	Reported
ELEC-LfL	302-1	Like for like total electricity consumption	Reported
DH&C-ABS	302-1	Total district heating & cooling consumption	n/a
DH&C-LfL	302-1	Like for like total district heating & cooling consumption	n/a
FUELS-ABS	302-1	Total fuel consumption	Reported
FUELS- LfL	302-1	Like for like total fuel consumption	Reported
Energy-Int	CRE1	Building Energy intensity	Planned
GHG-DIR-ABS	305-1	Total direct Greenhouse gas emissions	Planned
GHG-INDIR-ABS	305-2	Total indirect Greenhouse gas emissions	Reported
		Greenhouse Gas (GHG) emissions Intensity from building energy consumption	
GHG-Int	305-4	energy consumption	Reported
Water-Abs	303-1	Total Water Consumption	Planned
Water-LfL	303-1	Like for like total Water Consumption	Planned

### Global Reporting Initiative ('GRI') Standard

The GRI Sustainability Reporting Standards (GRI Standards) are the first and most widely adopted global standards for sustainability reporting. 93% of the world's largest 250 corporations report on their sustainability performance.

We have referenced a number of KPI's with the relevant GRI reference. We intend to publish a separate GRI table, so we can link answers and evidence.

HR specific indicators have already been published – please refer to the Appendix in this report.

## **MANAGING RISKS AND OPPORTUNITIES**

As part of the development of our CSR Policy Standard during 2017, we examined our currently identified risks & opportunities.

At present, we publish a range of business risks; the risk and opportunity matrix (Appendix 4 – CSR Policy Standard) explains how CSR is part of mitigating business risks and identifies two specific CSR related risks: reputational and financial.

We intend to update risks and opportunities from time to time and will report any material changes.

# Corporate Social Responsibility Report (continued)

## **The impact of climate-related risks**

Managing the non-physical, physical and financial risks of GHG Emissions and Climate Change for our customers, investors and other stakeholders.

### Managing the 'Non-Physical Risks and Opportunities'

Over the long term, Big Yellow's 'non-physical risks and opportunities' have been governed by EU and UK regulation and 'best practice' within the real estate investment sector. The significance of GHG emission and climate change have been reviewed since 2008, within Board Reports and CSR Meetings. Building certifications such as Energy Performance Certificates (EPCs), the Building Research Establishment Assessment Methodology (BREEAM) and the Considerate Constructors Scheme (CCS) are all used in our annual investor benchmarks (please see Benchmarks for the three key ones and our performance).

### Financial Risks and Opportunities of Climate Change

#### **New stores**

The financial risks and opportunities of Climate Change are within the cost of sustainable planning, designing and constructing of our new store developments, which can be more sustainable and resilient in the longer term.

We work with experts to ensure we are able to mitigate and adapt to the prospect of a changing climate by building in resilience and flexibility at design stage.

From 2007 all new built stores come with at least one feature, put in place specifically for climate change adaptation, such as green roofs or rain water harvesting or to mitigate against climate change impacts such as Sustainable Urban Drainage Systems.<sup>13</sup>

#### **Existing, older stores**

The financial risks involve reviewing the existing and acquired stores against extreme weather events such as seasonal storms and flooding. Our investors also appreciate disclosures and performance benchmarks of our portfolio set against sustainable development and energy efficiency benchmarks to assess annual reduction in carbon emissions and taxes. Internal regulatory briefs on compliance and high standards within real estate benchmarks, makes Big Yellow an efficient and low risk investment.

Investments in our total store portfolio – to upgrade to LED lighting for example or motion sensors – is part of a range of measures to manage risks of fluctuating/ higher energy prices and is part of our business strategy to run efficiently for the benefit of our customers and investors.

### Physical Risks and Opportunities

The physical risks from increased GHG emission is climate change, global warming, and the consequences of higher risk weather systems that can increase temperatures, storm frequency, flooding and/or droughts.

Big Yellow has physically invested in energy efficiency in order to reduce electricity use and GHG emission. Our solar stores have customer facing electronic screens displaying real time 'solar generation' (kWh) and 'carbon emissions (tCO<sub>2</sub>) saved' in customer reception areas.

We continue to evaluate risks and opportunities against a range of scenarios based on scientific evidence and national and global laws and regulations. We take into account the local specificities of our stores to ensure we have a resilient portfolio.

## **9.0 TARGETS**

### **REVIEW**

#### **The Kyoto Protocol Reduction Target (2008 to 2012)**

From 2008 to 2010 we achieved store electricity use reductions by investment in our motion sensor lighting and low carbon renewable energy 'self-supply'. From 2010 to 2013 we had an increase in electricity use as a result of our new store openings and increased customer occupancy. This increase in our emissions delayed the achievement of our 2008 to 2012 Kyoto Protocol Reduction Target of 12.5% until 2014.

#### **The UK Climate Change Act (2008)**

The Climate Change Act was made legally binding in the 2009 April Budget. It has an interim target of GHG Emission reduction of 34% by 2020. The longer-term target is to reduce GHG Emission by 80% by 2050 (or by approximately 3.5% per year).

<sup>13</sup> Sustainable Urban Drainage Systems (SuDS)

Drainage systems can contribute to sustainable development and improve the places and spaces where we live, work and play by balancing the different opportunities and challenges that influence urban design and the development of communities.

Approaches to manage surface water that take account of water quantity (flooding), water quality (pollution) biodiversity (wildlife and plants) and amenity are collectively referred to as Sustainable Drainage Systems (SuDS).

SuDS mimic nature and typically manage rainfall close to where it falls. SuDS can be designed to transport (convey) surface water, slow runoff down (attenuate) before it enters watercourses, they provide areas to store water in natural contours and can be used to allow water to soak (infiltrate) into the ground or evaporated from surface water and lost or transpired from vegetation (known as evapotranspiration).

SuDS are drainage systems that are considered to be environmentally beneficial, causing minimal or no long-term detrimental damage. They are often regarded as a sequence of management practices, control structures and strategies designed to efficiently and sustainably drain surface water, while minimising pollution and managing the impact on water quality of local water bodies.

# Corporate Social Responsibility Report (continued)

## REVIEW (continued)

### **GHG Emissions targets**

We have made great progress to reduce energy consumption and emissions and have already beaten our emissions reduction target of 34% by 2020, having achieved a 48.8% reduction from our peak year 2011 by 2018. Our annual GHG Emissions since peak energy use in 2011 to 2018 have reduced by 48.8%.

From 2008 onwards, they have reduced approximately 5% per year on average.

We understand that in order to commit to long-term climate change 'science-based' targets, we will need to commit to further investments to achieve levels of decarbonisation required to keep global temperatures on a pathway to 2oC above global pre-industrial levels, by 2100.

With both our strategy and reporting approach having significantly changed this year, please find below an update on the programmes highlighted in our 2016/17 report as key 2017/18 activities.

### **Objectives from previous years update**

CSR Strategy for 2017/18	Programme	Objectives from 2011 benchmark	Close off, keep or modify?
<b>GHG Emission Reduction</b>	Assess new and acquired stores within the portfolio for efficient LED re-lamping internally and externally	External store lighting programmed for LED re-lamping in the year ending 31st March 2018	Modify – re-lamping complete. We are conducting EPCs to evaluate overall impact and we will review overall energy & emissions strategy during 2018/19
<b>CRC</b>	Review potential tax reduction as tCO2 tax rate increases	Implement more specific ESOS advice from our surveys	Close off – surveys have not yielded significant further opportunities, we will re-evaluate 2018/19
<b>Increase Solar Energy Generation</b>	Solar installations to increase with new build portfolio growth, acquisitions and existing retro-fit stores.	Solar installations on new build Guildford Central store and potentially two retro-fit installations on Colchester and Eltham stores	Modify – Guildford Central store installed [50kWh]. Retro-fitting to be reviewed as part of energy & emissions strategy during late 2018/19
<b>FTSE4Good Investor Governance</b>	Provide data on the Big Yellow web site to update research requests on our supply chain, labour standards and 'The Modern Slavery Act'.	Maintain membership within the FTSE4Good Index series ratings and engaging with researchers	Yearly commitment – no change
<b>CDP Communications</b>	Use our annual carbon performance data in the CDP survey 2017 to improve our ratings	To increase and maintain our high performance and interest from a wider range of investors	Yearly commitment – no change
<b>GRESB</b>	Maintain our ranking scores in 'management and policy' and 'implementation and measurement'	Strengthen and maintain the leading 'Green Star' position in the GRESB upper quadrant	Yearly commitment – no change
<b>Health &amp; Safety</b>	Continually maintain and improve high standards of recording and reporting customer, staff, visitor and contractor incidents	Invest in continued training and awareness of staff in routine health and safety policy, procedures, management and reporting	Ongoing commitment – no change
<b>Staff CSR Awareness</b>	Continue raising CSR awareness through area staff presentations and internal communication	Regular staff meetings and information bulletins on CSR progress and 'Climate Change'	Ongoing commitment – no change

# Corporate Social Responsibility Report (continued)

## OVERVIEW OF TARGETS & KPI'S

### Our People

- > See Foundation targets.
- > See Gender Pay Gap report.

### Monitor and report on the social & economic value we create

	2018
Free Space donated for community or charity use (£)	£684,450
Payments to Social Enterprise organisations (£)	£4,800
Total employee Big Yellow Foundation fundraising & Big Yellow matched funds (£)	£1,422
Other funds raised <sup>14</sup>	£23,402
<b>Total Community Investment</b>	<b>£714,074</b>

### Community

The Big Yellow Foundation

Income – set a fundraising target	Aim for during 2018/19
Customer donations, Employee fundraising contributions and Big Yellow matched amounts by 31.03.2019	£150,000

Grants – commit to making grants as a % of income generated	Aim for during 2018/19
Grants made by The Big Yellow Foundation to 31.03.2019	<b>75% of income allocated to Charity partners within a 12-month cycle</b>

Volunteering – set volunteering targets	2018	2019	2020	2021	Target
% of stores with volunteering opportunities <sup>†</sup>	No data available yet				<b>80% by 2022</b>
% of volunteering days executed <sup>‡</sup>	6.4%				<b>10%</b>

Notes:

† percentage of number of stores where charities have confirmed volunteering opportunities are in place versus all Big Yellow stores

‡ percentage of employees volunteering days v all possible employees volunteering days

377.5 possible volunteering days – 24 actual days volunteered

Work experience – set work experience targets	2018	2019	2020	2021	Target
Number of individuals on work placement contracts provided and supported by a BYF charity partner	1				<b>4 per annum by 2022</b>
Number of individuals offered a permanent position from the above cohort	0				<b>50% of the yearly cohort</b>

Work experiences and placements are new to Big Yellow and the KPI's are likely to change over the next 2 years as we identify where we want to excel.

<sup>14</sup> For example, charities own collection tins in stores – collection tins are being phased out

# Corporate Social Responsibility Report (continued)

## Community (continued)

### Considerate Constructors Scheme – set target score target

Setting standards

**We commit to all contractors signing up to CCS scheme with a target score of 35 points for both facility fit out and shell construction**

## Our Customers

### All Customers – The Big Yellow Foundation engagement – monitor and report

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**

### Business Customers & National Accounts – The Big Yellow Foundation engagement – monitor and report

Assess needs & define engagement approach

**1st evaluation complete 31.03.2019**

## Our Suppliers

### Prompt Payment statistics – set targets during 2018/19

	Invoices received	Paid within 30 days target	Actual paid
number	number	number	number
%	n/a	n/a	n/a

Placeholder – targets to be defined 2018/2019

### CSR Standards in our Supply Chain – evaluate

**Aim for during 2018/19**

Conduct a review of current supply chain practices and gather meaningful data to conduct a risk profile

**By 31.03.2019**

## Our Health & Safety – maintain performance, monitor and report

It is our aim to keep everyone safe when visiting or working at our stores.

Any accident or incident is investigated and – where within our control – efforts are made so that there are no repeat instances.

## Our Environment

### Solar generation – set installed capacity for new builds target

	2017	2018	2019	2020
Total solar generation (kWh)	342,670	328,557	–	–
Increase from previous year	–	(4.1%)	50 kWh	
Increase total Solar PV generation capacity by at least 10% for each new store built		installed in Guildford Central		

# Corporate Social Responsibility Report (continued)

## Our Environment (continued)

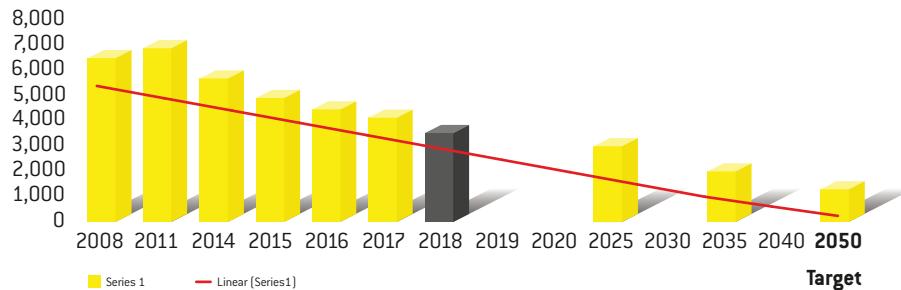
### Scope 1 & 2 Emissions (from 2008 baseline year) – set emission reduction targets

2020 targets Year end 31 March	Baseline 2008	Peak Year 2011	2014	2015	2016	2017	2018	2020 Target
tCO <sub>2</sub> e Reduction from prior year %	6,487	6,880	5,682	4,908	4,456	4,127	3520.5	<b>4,281</b>
% Reduction	–	–	–	(13.6%)	(9.2%)	(7.4%)	(14.7%)	–
	–	6.1%	12.4%	24.3%	31.3%	34.4%	45.7%	<b>34.0%</b>

### 2050 targets (from 2008 baseline year)

2050 targets (from 2008 baseline year) Year end 31 March	Baseline 2008	Peak Year 2011	2014	2015	2016	2017	2018	2050 Target
tCO <sub>2</sub> e	6,487	6,880	5,682	4,908	4,456	4,127	3520.5	<b>1,297</b>
% Reduction	–	6.1%	12.4%	24.3%	31.3%	36.4%	45.7%	<b>80%</b>

### Emission Reductions Projection towards 2050 Target



### Carbon Intensity per m<sup>2</sup> occupied – set intensity targets

Achieve 10 tCO<sub>2</sub>e per m<sup>2</sup> occupied By 2020 – maintain thereafter

### Carbon Intensity per revenue

Target to be considered 2018/19

### Water – monitor and report

Review in-store water consumption against self-storage benchmark **2018/19**

### Waste – set waste reduction target

Educate and engage store teams to improve recycling performance **0 waste to landfill by 2025<sup>15</sup>**

### Resource Use – set single-use plastic reduction target

Remove single use plastics, in the form of outer bags on products **1,600kg by 2022**

<sup>15</sup> Due to UK recycling infrastructure challenges we have set a longer term target to ensure sustainable, local solutions are in place.

# Corporate Social Responsibility Report (continued)

## Our Environment (continued)

Green Store Portfolio – set a range of indicative green store targets	2017	2018	2025 Target	Trend
GIA covered by Green aspects (%)	41%	61%	100%	↑
EPC ranking of A or B ratings in certified stores	76%	79%	90%	↑
New-built Stores BREEAM pre-construction standards 'Very Good' or above	No new stores built	met		✓

## Benchmarks & Standards – continued participation and inclusion

Benchmarks	We continue to submit to all relevant Benchmarks, namely GRESB, CDP and FTSE ESG
Standards	We will continue to reference and meet our most relevant standard: EPRA We will provide a GRI table and work on reporting all relevant indicators by 2022

## 10.0 STAKEHOLDERS

During 2017/18 Big Yellow performed a stakeholder review and refreshed its CSR strategy:

Big Yellow has defined its material impacts to be on customers, employees, suppliers, communities and the Environment and it defines its wider stakeholder group to include investors, local government and national and international bodies.

We developed and published a Stakeholder Engagement plan, which we intend to review and update from time to time.

### Stakeholder engagement plan to 2020

	Current engagement approach	Plans
<b>Investor</b>	<ul style="list-style-type: none"> <li>&gt; Face-to-face investor engagement programmes</li> <li>&gt; Full roadshow following annual and interim reporting cycles</li> <li>&gt; Investor conference UK &amp; Internationally</li> <li>&gt; Invited to contact our IR partners directly or via our <a href="mailto:csr@bigyellow.co.uk">csr@bigyellow.co.uk</a> emails</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Maintain approach as is</li> <li>&gt; Evaluate option to share more non-financial reporting</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>&gt; Employee survey (response rate was 90% and obtained an overall 90% engagement indicator)</li> <li>&gt; Low-level, regular engagement through CSR blog and weekly bulletin updates</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Maintain independent employee engagement survey approach; next scheduled for 2019</li> <li>&gt; Review training &amp; induction content 2018/19</li> <li>&gt; Build on new engagement tools (e.g. CSR blog) – ongoing</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>&gt; Extensive market research into our customers' preferences and values</li> </ul>	<ul style="list-style-type: none"> <li>&gt; 2019/2020 consider focus-group based customer engagement activates</li> </ul>
<b>Local Community</b>	<ul style="list-style-type: none"> <li>&gt; Construction phase: local planning process</li> <li>&gt; In-store CSR displays</li> <li>&gt; Trained, engaged and knowledgeable staff</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Maintain as is</li> <li>&gt; Review and refresh 2018/19</li> <li>&gt; Review current induction and training modules 2018/19</li> </ul>
<b>Local government body / national government</b>	<ul style="list-style-type: none"> <li>&gt; Respond to government consultations</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Maintain as is</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>&gt; Prompt payment of invoices</li> <li>&gt; Information on specific CSR requirements</li> <li>&gt; Details on Standards Big Yellow asks them to adhere to</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Explore different engagement models to achieve 2-way engagement 2018/19</li> </ul>

# Corporate Social Responsibility Report (continued)

## **11.0 INVESTORS**

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

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

Our directors run a programme of face-to face investor's engagement activities by holding roadshows following annual and interim reporting cycles and attend Investor conferences, both in the UK and internationally.

This year, we have changed the front page of our Investor section of our website to include our [csr@bigyellow.co.uk](mailto:csr@bigyellow.co.uk) email address. We hope that this will make it easier for our investors to ask relevant CSR questions directly.

# Corporate Social Responsibility Report (continued)

## 12.0 INDEPENDENT ASSURANCE



Independent assurance statement by Deloitte LLP ("Deloitte" or "we") to Big Yellow Group plc ("Big Yellow") on selected indicators disclosed within their Corporate Social Responsibility Report 2018 ("the Report")

### What we looked at: scope of our work

We have been engaged by Big Yellow to perform limited assurance procedures on selected Group level Corporate Social Responsibility ("CSR") performance indicators ("the Subject Matter") for the year ended 31 March 2018. The assured data are indicated by the + symbol in the Report.

Carbon footprint indicators:

- > Store electricity (tCO<sub>2</sub>e)
- > Store flexi-office gas emissions (tCO<sub>2</sub>e)
- > Refrigerant emissions (tCO<sub>2</sub>e)
- > Absolute carbon dioxide emissions (tCO<sub>2</sub>e)

Store electricity use, CO<sub>2</sub> emissions and carbon intensity:

- > Electricity use (kWh)
- > Like-for-like electricity use (tCO<sub>2</sub>e)
- > Absolute carbon emissions (tCO<sub>2</sub>e)
- > Carbon intensity (kgCO<sub>2</sub>e/m<sup>2</sup> gross internal area)
- > Carbon intensity (kgCO<sub>2</sub>e/m<sup>2</sup> occupied space)
- > Carbon intensity (kgCO<sub>2</sub>e/£ revenue)

Renewable energy generation and CO<sub>2</sub> emissions reductions:

- > Total renewable energy (kWh)
- > Renewable energy percentage of total store use (%)

Staff, customer, and visitor health and safety:

- > Average number of employees
- > Minor Injuries
- > Reportable injuries (RIDDOR)
- > Annual Injury Incidence rate (AIR) per 100,000 staff
- > Notices

Construction 'fit-out' health and safety

- > Minor Injuries
- > Reportable injuries (RIDDOR)

### What we found: our assurance opinion

Based on the assurance work we performed, nothing has come to our attention that causes us to believe that the selected CSR performance indicators, as noted above, have not been prepared, in all material respects, in accordance with Big Yellow's reporting criteria as described at: <http://corporate.bigyellow.co.uk/csr/csr-reports/>

### What standards we used: basis of our work and level of assurance

We carried out limited assurance in accordance with the International Standard on Assurance Engagements 3000 Revised (ISAE 3000). To achieve limited assurance ISAE 3000 requires that we review the processes and systems used to compile the areas on which we provide assurance. This standard requires that we comply with the independence and ethical requirements and to plan and perform our assurance engagement to obtain sufficient appropriate evidence on which to base our limited assurance conclusion. It does not include detailed testing of source data or the operating effectiveness of processes and internal controls. This is designed to give a similar level of assurance to that obtained in the review of interim financial information. This provides less assurance and is substantially less in scope than a reasonable assurance engagement.

# Corporate Social Responsibility Report (continued)

**Deloitte.**

## **What we did: our key assurance procedures**

Considering the risk of material error, our multi-disciplinary team of CSR assurance specialists planned and performed our work to obtain all the information and explanations we considered necessary to provide sufficient evidence to support our assurance conclusion. Our work was planned to mirror Big Yellow's own group level compilation processes, tracing how data for each indicator within our assurance scope was collected, collated and validated by corporate head office and included in the Report.

Key procedures we carried out included:

- > Making inquiries of management to obtain an understanding of the overall governance and internal control environment relevant to management and reporting of the subject matter;
- > Understanding, analysing, and testing on a sample basis the key structures, systems, processes, procedures, and controls relating to the aggregation, validation and reporting of the subject matter set out above; and
- > Reviewing the content of the CSR Report 2018 against the findings of our work and making recommendations for improvement where necessary.

## **Big Yellow's responsibilities**

The Directors are responsible for the preparation of the Report and for the information and statements contained within it. They are responsible for determining the CSR goals, performance and for establishing and maintaining appropriate performance management and internal control systems from which the reported information is derived.

## **Deloitte's responsibilities, independence and team competencies**

Our responsibility is to independently express a conclusion on the performance data for the year ended 31 March 2018. We performed the engagement in accordance with Deloitte's independence policies, which cover all of the requirements of the International Federation of Accountants Code of Ethics and in some cases are more restrictive. The firm applies the International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements. We confirm to Big Yellow that we have maintained our independence and objectivity throughout the year, including the fact that there were no events or prohibited services provided which could impair that independence and objectivity in the provision of this engagement.

This report is made solely to Big Yellow in accordance with our engagement letter. Our work has been undertaken so that we might state to the company those matters we are required to state to them in an assurance report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Big Yellow for our work, for this report, or for the conclusions we have formed.

**Deloitte LLP**

London, United Kingdom

21 May 2018

# Appendices

## EMPLOYEE DATA

### Disclosure GRI 102-8

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

Permanent Males	214
Permanent Females	161
Temporary Males	4
Temporary Females	1
<b>Total</b>	<b>380</b>

#### B. Total number of employees by employment contract (permanent and temporary) by region

Permanent Stores	283
Temporary Stores	2
Permanent Bagshot	92
Temporary Bagshot	3
<b>Total</b>	<b>380</b>

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

Full Time Males	199
Part Time Males	19
Full Time Females	118
Part Time Females	44
<b>Total</b>	<b>380</b>

D. N/A – workers are in the main employees with the exception of a few agency workers and contractors (excludes construction)

E. No significant variations in numbers reported.

F. Data 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 GRI 102-8

### 1.2.1

The majority of our staff are employed directly by the Company on permanent contracts. We occasionally utilise temporary contracts to cover maternity leave and agency workers to carry out cleaning activities where we have vacancies in our stores.

All of our employment policies and procedures are clearly outlined in our Company Handbooks, links to which are sent to all new starters with their offer of employment as well as being available on the Company Intranet. An example of our Company Handbook is available.

### 1.2.2 – 1.2.7

N/A

## Disclosure 401-1

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

New starters under 30 years old	53
New starters 30-50 years old	26
New starters over 50 years old	1
<b>Total</b>	<b>80</b>

New starters male	39
New starters female	41
<b>Total</b>	<b>80</b>

New starters Stores	66
New starters Bagshot	14
<b>Total</b>	<b>80</b>

## Appendices (continued)

### Disclosure 401-1 (continued)

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

Leavers under 30 years old	61	Turnover under 30 years old as % of total leavers	55%
Leavers 30-50 years old	40	Turnover 30-50 years old as % of total leavers	36%
Leavers over 50 years old	10	Turnover over 50 years old as % of total leavers	9%
<b>Total</b>	<b>111</b>	<b>Total</b>	<b>100%</b>

Leavers male	63	Turnover male as % of total leavers	57%
Leavers female	48	Turnover female as % of total leavers	43%
<b>Total</b>	<b>111</b>	<b>Total</b>	<b>100%</b>

Leavers Stores	93	Turnover Stores as % of total leavers	84%
Leavers Bagshot	18	Turnover Bagshot as % of total leavers	16%
<b>Total</b>	<b>111</b>	<b>Total</b>	<b>100%</b>

Turnover under 30 years old as % of cumulative March Company headcount	17%
Turnover 30-50 years old as % of cumulative March Company headcount	11%
Turnover over 50 years old as % of cumulative March Company headcount	2%
<b>Total as % of cumulative March Company headcount</b>	<b>30%</b>

Turnover male as % of cumulative March Company headcount	17%
Turnover female as % of cumulative March Company headcount	13%
<b>Total as % of cumulative March Company headcount</b>	<b>30%</b>

Turnover Stores as % of cumulative March Store headcount	33%
Turnover Bagshot as % of cumulative March Bagshot headcount	20%
<b>Total as % of cumulative March Company headcount</b>	<b>30%</b>

# Appendices (continued)

## Disclosure 401-2

Benefits which are standard for full time employees of the organisation but are not provided to part-time or temporary employees by 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 cover** – 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
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

A. Total number of employees that were entitled to parental leave by gender	297
B. Total number of employees who took parental leave by gender	0
C. Total number of employees that returned to work in the reporting period after parental leave ended, by gender	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	0
E. Return to work and retention rates of employees that took parental leave, by gender	N/A

We have enhanced Maternity and Adoption Pay (10 weeks full pay) and enhanced Paternity leave (2 weeks full pay). We also have a policy for Shared Parental Leave although no employees have chosen to take this up to date.

## Disclosure 404-1

Benefits which are standard for full time employees of the organisation but are not provided to part-time or temporary employees by Head

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

Average hours of training for males	27.8
Average hours of training for females	24.6
Average hours of training for Stores	28.7
Average hours of training for Bagshot	17.2

Please note, the numbers are affected by the higher proportion of female part-timers. Part-timers undergo less training than full-time team members.

## Disclosure 404-2

### A. Type and scope of programmes implemented and assistance provided to upgrade employee skills:

1. We have five development programmes, all designed to develop key management and leadership skills. These include:
  - a) A one-year Sales Advisor development programme designed to build confidence and prepare individuals for the next step in their career
  - b) A one-year Assistant Store Manager development programme which aims to build important management traits and provide individuals with a clear representation of the Store Manager role
  - c) A two-year Store Manager programme which encourages Managers to look beyond their current role by developing the skills they will need for senior management roles within the business
  - d) An on-going development programme for Area Support Managers consisting of workshops, one to one coaching and attendance at conferences and events
  - e) An on-going development programme for Area Managers consisting of workshops, one to one coaching and volunteering
2. We run a number of internal training courses for managers across the business which focus on management and personal skills to include coaching, performance management, motivating and creating engaged teams, impact and time management
3. We have a Development Library where individuals are encouraged to promote their own development through borrowing books, downloading self-help apps or watching talks and conferences on-line

## Appendices (continued)

4. Our staff are encouraged to attend external seminars and conferences in order to develop their perspective externally, build on knowledge and initiate ideas
  5. We offer Apprenticeships up to Level 5 in subjects such as Business Administration, Facilities, I.T Customer Service and Sales. 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 they would like to develop further
  8. Store staff complete an induction programme comprising of a series of on-line Induction Modules, internal courses 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 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, communication skills and sales
  11. All store staff complete both practical and theory based forklift training
  12. All individuals are able to attend First Aid and Fire Safety training courses to enable them to develop these essential skills
- B.** Transition assistance programme provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.

This does not apply to Big Yellow at present – we will continue to review and report if this changes

### Disclosure 404-3

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

Please note, our systems do not allow us to report against this, but we will review in future.

You can access  
more information  
about us on our website

**bigyellow.co.uk**

# Building

on a proven model



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