

Environmental, Social and Governance Strategy.

UPDATE REPORT 2025



Author: Seb Tibenham
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Expertly Done.

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Executive Summary

Pegasus Group launched its Environmental, Social and Governance (ESG) Strategy in January 2024, which set out 12 themes that targeted a reduction in terms of impacts on the environment, positively increased our social impact within the workplace and communities within which we operate and better our overall governance in terms of making key decisions and recording and reporting our progress and impacts.

While the ESG Strategy sets out a process up to 2028/29, we are very pleased to report that we have achieved the following since issuing the original ESG Strategy:

- Restructured our Board to include greater tangible skilled experience and diversity in the roles that are required to drive the business forward.
- Increased the proportion of female colleagues appointed to our Board from 22% in 2023/24 to 50% in 2024/25.
- Officially certified as a 'Great Place to Work' with 82% of our colleagues stating they strongly agree or agree with this.
- Reduced our overall carbon emissions (tonnes CO2e) by **-37%** since 2019/2020 and **-7%** between 2022/23 and 2023/24.
- Reduced the intensity of our CO2e emissions between 2019/20 and 2023/24 by **-51%** when measured against turnover levels and **-43%** when measured against employee levels (FTE).
- Moved many of our outdated offices into more modern and efficient buildings to reduce our energy use and create a better working environment for our people.
- Moved our 'out of centre' Lichfield, Leeds and Cirencester offices to more central and accessible city/town centre locations and also opened a Bristol city centre office.
- Increased employee take up of electric vehicles (24 in total) and placed EV charging stations at the East Midlands and Lichfield offices.
- Raised over £40,000 for charitable causes through donations provided by our teams, colleagues, and directly via Pegasus Group for Dementia UK in 2024.
- Our people committed 660 working hours to charitable and social causes during 2024/25 FY (nine months) (with a market value of £85,500).
- Reduced our mean gender pay gap by **-4%** to **22.7%** between 2023 to 2024.
- Increased our understanding and awareness on a range of issues including the health and wellbeing of our people through the ongoing and dedicated support of our Inclusive Community Action Group (ICAG), Wellbeing Champions and Mental Health First Aiders.
- Maintained our strong track record in satisfying various ISO audit requirements on the management of the business and health and safety training.
- Attracted new specialist who can provide bio-diversity net gain calculations and business case studies to our clients, and we are in ongoing discussions to bring a range of other services to Pegasus that will strengthen our ability to create sustainable places.
- Introduced Progress Hub, our new performance platform that moves away from annual appraisals and towards ongoing and more frequent progress conversations to support career development.
- Revised our bonus policy with the aim of increasing the value of bonuses we can provide year on year, particularly to those that have clearly earned it in line with the objectives set.
- Introduced the ability for our employees to buy and sell annual leave during the financial year to allow for enhanced wellbeing and retained the ability to carry five days over each year.

Introduction

Pegasus Group launched its ESG Strategy in January 2024, which set out 12 themes that targeted a reduction in terms of impacts on the environment, positively increased our social impact within the workplace and communities within which we operate and better our overall governance in terms of making key decisions and recording and reporting our progress and impacts.

This update summarises our progress against each of the 12 themes and various initiatives and acts as a monitoring and recommendations report for when we undertake a full review of the ESG Strategy in 2026.

Overall, we are pleased to report excellent progress to date alongside a lot of changes to the business in relation to our governance and growth ambitions over the next three years.

Regarding our **Governance**, much has changed and progressed within the company since the ESG Strategy was launched including key appointments:

- **Jeremy Peachey** appointed as Chairman (int)
- **Douglas McCormick** appointed as new CEO (ext)
- **Jonathan Rainey** appointed as Deputy CEO (int)
- **The previous Board** (Strategic Framework Executive) dissolved which was made up of 100% Shareholders.

- New Board appointed with fewer shareholders (now 63%) and key roles focused on finance (CFO), people (CPO), legal (CLO) and client relationships (CCO) to ensure specialists are appointed within each category and greater diversity in terms of directing key decisions for the business.
- Finance and management reporting lines now focused on our core Areas of Expertise (rather than offices) to facilitate the growth of the national business.
- Senior Leadership Team appointed comprising of the Heads of Areas of Expertise and Group leaders focused on finance, people, legal, marketing, IT and QSHE.
- Altered our financial year end from 30 June to 31 March to align with the standard financial year.

These changes have partly enabled Pegasus to accelerate a number of the initiatives and themes set by the ESG Strategy. Conversely, the extent of change means some of our original and wider company goals have changed and we will need to revisit, adapt and evolve some of the ESG themes through this and subsequent updates.



Our Vision and Strategic Goals

Our Vision and Strategic Goals

“Our vision is to be known as an exciting development consultancy to work both for and with. We bring innovative thinking to create beautiful places, enhancing the built and natural environment in a way that positively affects people’s lives.”

By the end of 2027/2028 financial year, we are aiming to grow to:



c1000 people



c£100m revenue



c£20m net profit

In doing so, we will ensure strong financial growth in the business, that creates a more stable environment and one where our colleagues have the best possible chance to progress in their career, enhance their understanding of their profession and the wider built environment service sector, offer more opportunities to work on exciting projects and enhance our working environments.

Our Core Strategic Themes













Investing in You
Developing and rewarding talent to enable personal and professional growth.

Expertly Done
Excellence and expertise at every step.

Stronger Client Relationships
Deepening trust and delivering value to become indispensable partners.

Working Together for Better Results
Fostering collaboration across teams, services, and regions.

Championing Our Culture
Preserving and evolving the Pegasus DNA that makes us unique (since 2003).

New Growth Opportunities
Exploring new markets, services, and innovations to support future revenues and success.

We will of course seek to bolster our strong market presence within the residential sector and intend to facilitate this growth ambition through the following key sectors:

- **Energy** – building and focusing on our strong track record in the renewables sector.
- **Public Sector** – targeting government departments including health and education to diversify our workstreams.
- **Commercial and logistics** – including an increased demand in data centres.

The wider business strategy is set out in ‘Our Roadmap’, which sets out six core strategic themes and ten top priorities, many of which are pertinent to the 12 themes within the original ESG Strategy.

Our Vision and Strategic Goals

The 2025–2026 Roadmap

Our top 10 priorities

1. Grow our team
Recruit more people to share the load, meet client demand, and unlock new opportunities.

3. Create an even greater place to work
As we evolve as a business where everyone can thrive, we will ‘deep dive’ our Great Places to Work results, drive meaningful improvements, and launch new people initiatives.

5. Refresh our ESG strategy
We’ll update our Environmental, Social, and Governance (ESG) strategy, with a strong focus on sustainability and Equity, Diversity & Inclusion (ED&I).

7. Continue to deliver service excellence
‘Expertly Done’ is something we are all proud of. We’ll continue to enhance our quality processes and invest in training & development, so we remain industry leaders.

9. Launch new ‘adjacent’ services
We’ll introduce new services that complement our current offer—diversifying our business and adding value for clients.

2. Futureproof the business
Develop a proactive succession plan that creates long-term career progression for all and prepares our future leaders.

4. Communicate better
Two-way communication is essential. Based on your feedback and new internal initiatives, we’ll roll out an improvement plan to strengthen how we connect.

6. Capitalise on the national service line model
Our service line model is already delivering results, enabling efficiencies, and creating more national opportunities. We’ll build on this to deepen expertise and enable growth.

8. Review our brand
As Pegasus evolves, so must our brand. A full review will explore how we present ourselves in our markets and identify opportunities for change.

10. Win places on key public sector frameworks
Targeting the right public sector opportunities will help us diversify income and build resilience against economic fluctuations.



Progress on Environmental Themes

Progress on Environmental Themes

Theme 1: Environmental Leadership and Transparency

“Our overriding objective is to implement practices and report outcomes in a transparent way so we can accurately record and improve our impact on the environment and society. This provides our commitment to launch the strategy, review it on a regular basis and provide updated monitoring reports on a regular basis to the board so informed decisions can be made.”

Achieved

- Launched the ESG Strategy in January 2024 and this has helped to influence certain business decisions during the course of 2024/25;
- Undertaken this update/review to record progress and highlight where additional actions need to be taken; and
- Obtained some staff feedback but comments received were limited so further feedback on this update will be sought and very much welcomed through future staff surveys.

Progressing

- Not sought client feedback on ESG strategy and need to consider how this is best achieved; and
- Continue to provide regular updates and a full review of the ESG strategy in 2026.

Theme 2: Net Zero

“Our objective is to be Carbon Neutral by the end of our 2025/2026 Financial Year and strive for ongoing reductions in emissions thereafter with the aim of achieving Net Zero greenhouse gas emissions by 2030. We firstly commit to becoming carbon neutral by accurately recording our CO2 emissions and then contributing to offset these impacts. We will then achieve year on year improvements in the intensity of our CO2 emissions (Turnover £m / KG CO2e) and work towards the aim of net zero emissions by the end of this ESG Strategy.”

Prior to launching our ESG Strategy, we instructed an external independent consultant (Grain) to review our emissions and provide comments on our monitoring framework/schedule.

Our total emissions in 2023/24 are still higher than those achieved in 2020/21 (albeit this year was heavily influenced by the covid pandemic where our energy and water use and business travel was significantly reduced). However, we have seen a year on year decrease in our emissions over the last three years.

Achieved

- Our emissions from Scope 1–3 sources have decreased from 416 tCO2e (2019/20) to 267 tCO2e (2023/24), representing a **-37% reduction**;
- Strong and consistent reduction in Scope 1 emissions (gas and refrigerants) by **-80% since 2019/20** (largely achieved through moving the Canwell office that was reliant on an inefficient gas heating system to Lichfield);
- Scope 2 (external supplier electricity use) and Scope 3 (other emissions including business travel) have also reduced by **-36% and -35% since 2019/20** respectively; and
- We achieved a **-7% reduction** in Scope 1–3 sources between 2022/23 and 2023/24.
- We have reduced the intensity of our CO2 emissions between 2019/20 and 2023/24 by: **-51%** when measured against our turnover (USD) **-43%** when measured against the number of employees (FTE).

Progressing

- Since the covid pandemic, Scope 2 emissions have remained relatively static and relates to our required external electricity supply. We need to further review and focus on what additional efficiencies can be achieved by looking at what supplier options are available to us;
- Scope 3 emissions are on a downward trend but are not decreasing as much as we would like to see and there is fluctuation in the categories with an increase in air travel, a decrease in water use, and business travel by road appears to vary year on year;
- Our worst performing offices in 2023/24 based on emissions intensity per sq m and by full time equivalent staff numbers came from our former offices in Leeds, London and Cambridge (all have recently moved); and

Progress on Environmental Themes

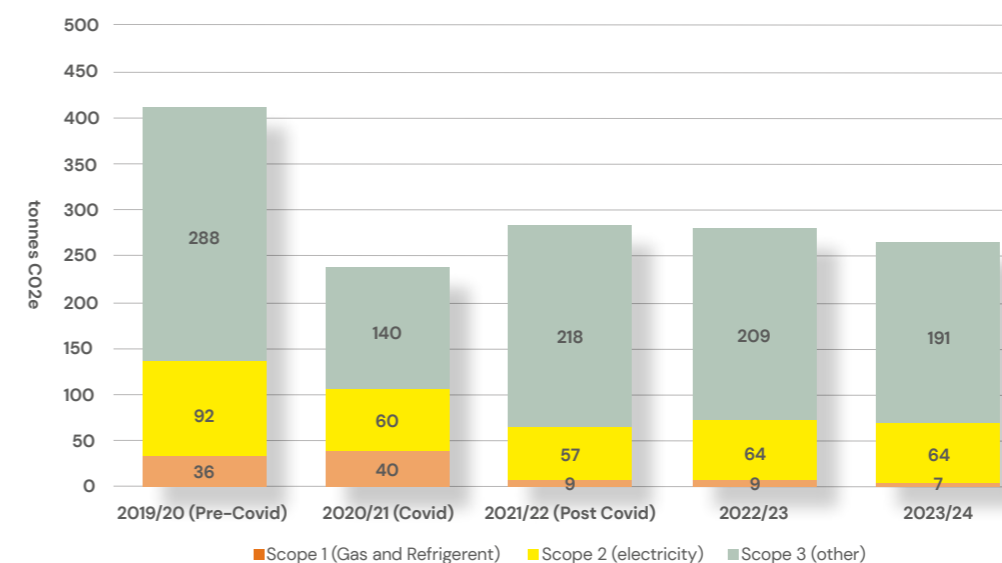
Grain has been instructed to review our emissions for 24/25 Financial Year (9 month year). Initial feedback indicates that our emissions over this period are broadly the same as our 23/24 figures but over a shorter period of time. This appears to reflect an increase in the office space we have taken on, an increase in business productivity, and more accurate data capturing.

Going forward, we will continue to see where we can drive more reductions in emissions with a particular focus on gaining better information over our business travel (52% of our emissions in 2023/24). Most business travel is by privately owned cars (over which there is limited information in terms of their efficiency). We will continue to encourage the use of our electric vehicle scheme with Octopus Energy and monitor uptake and it has been recommended

by Grain that we seek further information on the specification of employee’s private cars (but we are considering the benefit / practicality of this).

In the meantime, we also continue to encourage rail use and will investigate how much business travel was undertaken by rail and what emissions were saved via this mode through our business account with Trainline.

Once we have received the final feedback on our 24/25 results from Grain, we will have a better understanding on how much we will need to invest to ensure we meet our target of becoming carbon neutral for our 25/26 financial year. This is likely to require a contribution towards an offset programme. We are actively exploring how we can offset our emissions with existing large Rural Estate clients to foster our working relationship with them and reach a position of neutrality.



Pegasus Emissions (tCO2e)	2019/20	2020/21	2021/22	2022/23	2023/24	Change 19/20 to 23/24	Change %
Scope 1 (gas and refrigerant)	36	40	9	9	7	-29	-80%
Scope 2 (electricity)	92	60	57	64	64	-28	-30%
Scope 3 (other)	288	140	218	209	191	-96	-34%
Total	416	241	284	282	263	-153	-36%

Progress on Environmental Themes

Theme 3: Renewable and Low Carbon Energy

“Our objective is to increase revenue from renewable and low carbon energy services across the Company and promote the sector more generally through PR, education, and shared knowledge.”

Achieved

- Steadily and robustly increased our turnover within the renewable and low carbon energy sector year on year as follows:
 - £1.8m in 2019/20;
 - £2.7m in 2020/21;
 - £3.9m in 2021/22;
 - £6.1m in 2022/23;
 - £6.8m in 2023/24; and
 - £6.6m in 2024/25 (nine month FY). If factored up over a 12 month period this amounts to £8.8m.
- To assist in influencing national policy on this particular renewable energy source and increase our exposure in this sector, we have undertaken the following:
 - Chris Calvert (Head of Energy) has become an expert advisor to the Onshore Wind Planning Group for Renewable UK;

- Paul Burrell (Head of Planning) has joined the Solar Energy UK’s Planning and Land Use Steering Group;
- Pegasus has become a Corporate Member of Renewable UK and Scottish Renewables;
- Attended various trade shows in this sector.
- Sponsored awards and had a presence at the Green Energy Conference and NIPA in 2024; and
- We have held dedicated staff training days for those wanting to gain experience within this sector.

Progressing

- We still need to develop and implement a monitoring system to quantify the volume of renewable energy production that could be facilitated by the projects we are working on if they are brought forward and we are reviewing how Business Central can be updated to accommodate this data; and
- Achieving our targeted +£9m energy sector related turnover for 2025/26 will be a challenge due to difficulties in our clients attaining national grid connections which is currently holding up certain projects but we will do our utmost.

Progress on Environmental Themes

Theme 4: Sustainable Communities

“Our objective is to create sustainable communities and expand the scope of our sustainability consultancy expertise and capabilities that we can offer to our clients as an added value service towards achieving this goal.”

Achieved

- We are now members of the Institute of Social Value and our Economics Team has been trained on preparing Social Value Reports and has prepared a number of assessments for key clients.
- We have been appointed on a national housebuilders ‘Social Value Framework’ and we are currently preparing a number of reports for them associated with their development proposals through the Economics Team.
- We now have in-house specialists in preparing economic business plans that are targeted towards gaining public sector funding for sites that might otherwise be challenging to develop.
- We have appointed specialists in calculating biodiversity net gain and will be continuing to increase our capacity and expertise in this specialist area.

- We have applied BREEAM Communities Assessments on a number of projects now through the Design Team; and
- We have prepared Responsible Operator Report on a particular project for a key client which sets out an action plan and scoring mechanism which the client is then able to use for their own internal ESG reporting.

Progressing

- Further to recent project work already undertaken, we are continuing to develop our ‘Pegasus Future Places’ concept to quantify how our Design Teams can embody sustainable design into the places that they help to create;
- We will prepare project sheets on the BREEAM Communities Assessment work noted above so these can be used for future marketing and bids;
- We are actively exploring opportunities to bring the following services in-house and are in advanced discussions with those specialising in:
 - Ecology assessments and surveys
 - Agricultural land value assessments
 - Building surveying
 - Commercial management services



Progress on Social Impact Themes

Progress on Social Impact Themes

Theme 5: Employee of Choice

“Our objective is to be an exciting and understanding business to work for and become recognised as an Employer of Choice / Great Place to Work. Our leaders will endeavor to get to know all members of our staff, we will continue with our annual staff appraisals and continually look towards how we may be able to reward staff more for all their efforts, including exploration of alternative share ownership models.”

Achieved

- Certified a ‘Great Place to Work’ in 2025, with 82% of our people agreeing that this is the case;
- Recognised by LinkedIn in 2025 as a top 15 mid-sized employer in the UK for career growth;
- Weekly CEO calls have been undertaken since Douglas was appointed as CEO and has led to wider communication and familiarity with those leading various parts of the business. The number of staff attending each call is circa 200–250 and we will continue to monitor this and seek an upward proportional trend;
- Provided more bonuses to our people year on year and have recently reviewed our bonus scheme with the aim of continuing this trend;
- Recently launched our ‘Progress Hub’ which will enhance and better record SMART goals for all of our people to allow them to grow and progress within the company; and
- Recently allowed our employees to buy and sell holidays during the financial year.

Progressing

- Now we have achieved a key component of the above objective, we will review in a formal review of the ESG Strategy in 2026 and what further achievements we can achieve together;
- Our Board, People Team and Heads of each Area of Expertise, are in the process of carrying out a more detailed review of all the results from the Great Places to Work survey and will develop targeted action plans for ongoing improvements in certain areas including preparing a ‘You said / We are doing’ report; and
- We are continuing to explore opportunities for wider ownership uptake within the business.

Theme 6: Health, Safety and Wellbeing

“Our objective is to keep all of our staff safe and well. We prioritise Health and Safety procedures within our workplace and the projects we work on. The wellbeing of our employees is also embedded in our culture. Indeed, we ensure our doors are open for all employees so there is always someone on hand to talk to.”

Achieved

- We continue to monitor and report opportunities for improvement at ISO audits and the Board and Senior Leadership Team are provided with regular reports;
- Employee intranet ‘The Pulse’ has been set up and upgraded which provides easy access to ISO and health and safety procedures;
- Monthly QSHE newsletters issued to all staff to ensure key messages and updates are made available to everyone;
- Additional compulsory training provided on sexual harassment to all managers and employees;
- All employees have been provided with a mobile phone and apps that they can use to carry out risk assessments or use in times of emergency;
- Vatrix Lone Worker Application has now been made available to everyone and lunch and learn sessions are in progress;
- Snake bite first aid training has been made available;
- Retained our agile working policy to allow employees to work from home for at least two days a week (and more often when this is suitable for an individual’s circumstances) and access the office during core hours (10am to 3pm);
- Weekly CEO calls reinforce the ability for all employees to speak up and an anonymous employee Suggestion Box is available on the intranet;
- Advice from our Board and ICAG in relation to ensuring employee safety and wellbeing during recent period of riots and protests;
- Continue to train additional Mental Health First Aiders to support colleagues in times of need. We currently have 38 Mental Health First Aiders;

Progress on Social Impact Themes

- Our Wellbeing Committee has four wellbeing pillars: physical, social, financial, emotional and professional. There is a calendar of activity throughout the year to support colleagues’ wellbeing with recent events supporting stress management, building resilience and many others; and
- Defibrillators have been made available at every office location across the business.

Progressing

- Chief People Office (CPO) and the Board reviewing additional health cover measures for employees following trial private health check rolled out to shareholders and board members; and
- We are aware of recent situations where our staff have been threatened at Planning Committee Events and in some instances, on site. We have advised staff to ring 999 if they feel unsafe in these situations but are looking into this further and how we might engage with the RTPI and Local Authorities to raise awareness on this matter.

Theme 7: Diversity, Equality and Inclusion

“Our objective is to create an equal, diverse and inclusive workplace that reflects the communities and regions where Pegasus Group is located.”

Achieved

- Increased the proportion of female representation on the Board from 22% in 2023 to 43% in 2025;
- Achieved a reduction in our mean gender pay gap from 26.7% in 2023 to 22.7% in 2024;
- 60% of the promotions to our Grade 7 (Director Level) were female in 2024;
- Our Board and Senior Leadership Team have received direct training from PREACH to raise awareness and understanding around diversity, equality and inclusion; and

- Our dedicated Inclusive Cultural Action Group (ICAG) has issued newsletters and held awareness campaigns/Teams calls/Lunch and Learns covering the following:

- International Women’s Day
- Race Equality Week
- Autism Acceptance Month
- Neurodiversity Celebration Week
- Disability Pride Month
- LTGBQ+ History and Pride Month
- Global Accessibility Awareness Day
- Global Parents Day
- Various religious / festive / celebration calendar events

Progressing

- There is still a lot of progress to make within Pegasus and the wider development sector industry as a whole in relation to the Gender Pay gap;
- Our recently launched ‘Progress Hub’ will be used by our People Team to review and monitor a fair and equitable progression for all members of staff that reinforces or targets towards equal pay, bonuses and promotions going forward; and
- The advertisement of our job opportunities are all placed on LinkedIn and our website but still need to be increasingly targeted to a wider range of websites (such as PREACH) to ensure these are flagged to the widest audience possible.



Progress on Social Impact Themes

Theme 8: Charitable Community Involvement

“Our objective is to create a positive impact on society and the communities within which we work by increasing the number of hours our staff dedicate to good causes and the charitable donations we are able to provide.”

Achieved

- Raised over £40,000 for charitable causes through donations provided by our teams, colleagues, and directly via Pegasus Group during 2024;
- Maintained our policy that two working days per employee can be afforded to charitable and community activities;
- Our colleagues recorded a 48% increase and 660 working hours to charitable and social causes during 2024/25 financial year (nine months) based on timesheet entries and comparisons to the previous 12 month financial year. This time has a market value of £85,500;
- Identified our new Charitable Partner for 2025/2026 financial year: Macmillan Cancer Support; and
- Our colleagues have been actively encouraged to provide blood donations and details of local facilities have been provided to all offices.

Progressing

- Target £50,000+ for our charitable donations for the 2025/26 financial year; and
- While our recorded charitable hours represent an increase on previous years, we are still some distance from our original targets noting x2 days are provided to all employees. We anticipate the time spent was much greater than that formally recorded and therefore we will continue to reaffirm how to record this time to all colleagues.



Our Charitable Partner for 2025/2026



Progress on Social Impact Themes



Progress on Governance Themes

Progress on Governance Themes

Theme 9: Business Conduct and Integrity

“Our objective is to ensure that all our staff fully understand what we mean when we say we will conduct our business with integrity, honesty and trust. Acting with integrity is already one of our five core values.”

Achieved

- We provided a standard code of conduct within the ESG Strategy and encourage all employees to review and adhere to the Codes of Conduct applied by their respective professional bodies;
- We have issued a Social Events Policy to highlight how our colleagues should conduct themselves at events;
- Chief Commercial Officer role has been appointed to the Board to oversee client management and relationships;
- An updated conflict search process has been applied to Business Central in order to better map the location of projects; and
- A Conflict Process/Procedure paper has been issued to Directors within the business to follow when setting up projects.

Progressing

- We have yet to prepare a wider Pegasus Code of Conduct Report, but this is now being considered to provide a simple set of rules and expectations to all of our people; and
- We are revisiting the need to carry out a wider client survey to gather feedback on our business and the services that we offer.

Theme 10: Financial Leadership

“Our objective is to continually grow the business in a sustainable manner and apply ‘triple line’ reporting to all key business decisions so environmental and social considerations are considered alongside financial matters.”

Achieved

- Launched Business Central in 2023/24 and continually upgraded to provide the financial reporting that is necessary to effectively run the business;
- Employee Intranet has been set up and upgraded which provides easy access to ISO and H&S procedures;
- We have restructured financial reporting lines along the Areas of Expertise (rather than office locations) to allow for the effective growth of the business that allows us to employ excellent staff in locations where we are able to attain them and deploy them on projects across the UK;
- Introduced PowerBI that sources live financial information that can then be accessed by the Senior Leadership Team and their managers, which allows for more effective lines of reporting and decision-making; and
- Published our 2025/26 Roadmap to all employees to highlight the intended direction of growth for the business, along with business goals that allow colleagues to build their own personal goals in line with those of the business.

Progressing

- Re-introduce our Annual Financial Reports; and
- Managerial sign off of timesheets to ensure we are accurately recording work undertaken to ensure we are charging appropriately for the work carried out for our clients and so we can best reward our employees accordingly.

Progress on Governance Themes

Theme 11: Thought Leadership, Innovation and Digitisation

“Our objective is to be respected leaders at the forefront of the professional bodies and sectors within which we operate and utilise technology so our staff are best equipped to deliver the best professional advice to our clients.”

Achieved

- An AI Working Group has been formed and is advising Head of IT and the Board;
- Rolled out Adobe AI and Copilot software and training to all employees to improve efficiencies and accuracy of work carried out. Uptake has been good across all levels;
- Updated intranet The Pulse launched to disseminate information across the business;
- Landstack made available to all planners within the business to aid research on site appraisals;
- Geographic Information System (GIS) team has been amalgamated under the Environment team to increase the capacity of this service to our wider teams and our clients; and
- Thought leadership articles and presentations have been provided on the following topics:
 - Social Value
 - National Planning Policy Updates
 - Grey Belt Policy
 - Energy Sector
 - National Standards for Sustainable Drainage Systems (SuDS)
 - Housing Stock Data – What does this mean for the standard method?
 - Local Planning Authorities (LPAs) housing land supply assessments
 - Affordability Ratios and what they mean for the standard method
 - The new Standard Method and what it means for local housing need
 - Prioritising renewables; can the planning system accelerate a low carbon transition?

Progressing

- AI Working Group continuing to explore other AI tools to assist with workload and increase billable output;
- Targets to be set for Directors and above on thought leadership roles and responsibilities;
- Best practice templates to be set up on fee quotes and other standardised sections of reports (e.g. energy policy);
- Marketing team advancing key campaigns on social value, design/architecture and energy;
- Ongoing consideration by the Planning Leadership Team towards a Research and Development service/team to assist all professional employees within this sector;
- Further upgrades to the intranet The Pulse being progressed to enable wider knowledge sharing and best practice and to aid communication between working groups and on key topics of the moment;
- We are maintaining Cyber Essentials Plus Certification and aligning with ISO 27001 principles to protect and manage risk; and
- We have implemented Multi-Factor Authentication (MFA) across all core systems and continue to review user access regularly to minimise risk of data loss or breach.

Progress on Governance Themes

Theme 12: Sustainable and Collaborative Workplace Environments

“Our objective is to provide modern and exciting office environments for our staff that encourages collaboration whilst respecting our objectives associated with Net Zero and Financial Leadership and our desire to reduce our impact on natural resources.”

Achieved

- Published CO2 emission calculations for journeys between offices via various transport modes within the ESG strategy to encourage the use of rail;
- Obtained EPC reports for all offices;
- Moved Canwell, Leeds and Cambridge offices to more sustainable locations and more energy efficient buildings and opened a more centrally located satellite Bristol office;
- Refitted a number of offices to create a more attractive and cohesive working environment;
- Introduced Teams Today App to encourage the use of hot-desking and a more efficient use of our spaces and record capacity/uptake of desk space and working from home;
- Maintained an expectation that teams should meet

up in our officers on a regular basis to ensure a collaborative working environment is achieved;

- Free fruit provided in all offices;
- Employee treats and days out maintained, including additional treats for those teams that complete all necessary Health and Safety training in a timely manner; and
- EV charging stations provided at East Midlands and Lichfield.

Progressing

- Travel plans for offices not located in a city or town centre (i.e. East Midlands, Cambridge and Bristol North);
- Investigating further deployment of EV charging stations where landlords permit installations; and
- Provide clear guidance to staff with EVs on nearby public charging options where on-site facilities are not available.

Progress on Governance Themes

Conclusions and Next Steps

We have made excellent progress on our ESG strategy since it was launched and would like to thank all of our colleagues who have made this possible.

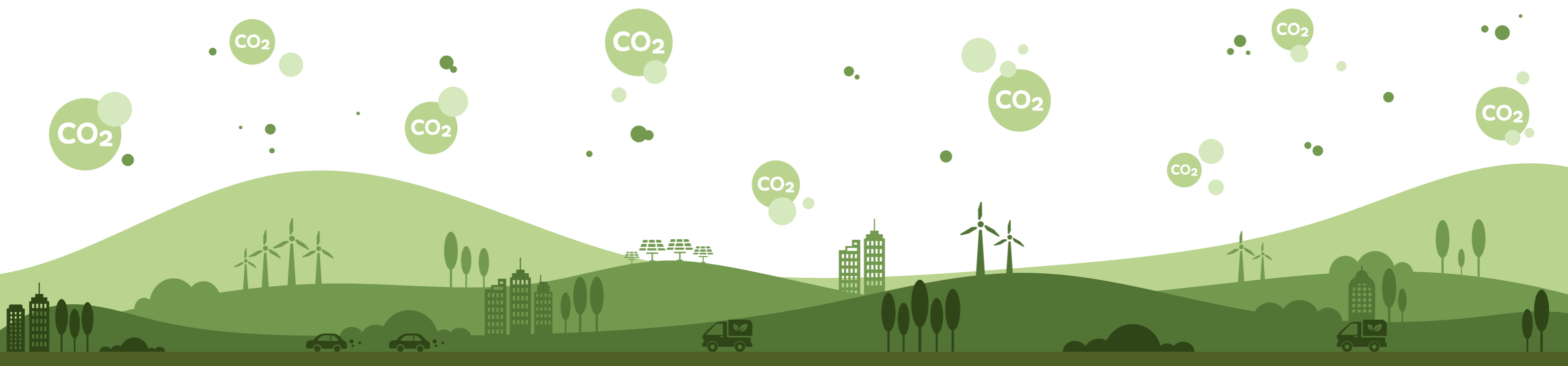
There is still work to be done and progress to be made particularly in relation to:

- Seek wider feedback on the ESG strategy and our progress from all colleagues and a range of clients;
- How we will go about offsetting our emissions to become carbon neutral by the end of our 2025/26 financial year and we will seek views from our colleagues on this matter once we have received our 2024/25 results from Grain;
- We know our colleagues are doing a lot of charitable hours and work and we would very much like to capture an accurate reflection of this on our timesheets so we can get closer to our original goals in this regard;
- Better record and capture the potential renewable energy generation from projects we are advising on as we are confident that this is significant;
- Continue to reduce our gender pay gap year on year;

- Ensure we are advertising our job roles across a range of platforms to ensure we capture and attract a wide range of candidates;
- Target specific feedback from our ‘Great Places to Work’ survey results with the aim of becoming even greater; and
- Continuing to develop and progress all of our colleagues through a range of initiatives so we can achieve our business goals as set out in our new Roadmap and continue to embody our ‘Expertly Done!’ approach to all that we do.

As set out in the 2024 ESG Strategy, we will undertake a fuller review of the ESG objectives and goals in 2026 to:

- A)** Determine if they are still relevant and up to date
- B)** Set new objective and goals where necessary
- C)** Record our ongoing progress



No matter the project, no matter the challenge,
you can rely on us to find solutions, to get things done,
to get things **Expertly Done.**

Our Offices

BIRMINGHAM

T 0121 308 9570
Birmingham@pegasusgroup.co.uk

BRISTOL NORTH & CENTRAL

T 01454 625 945
Bristol@pegasusgroup.co.uk

CAMBRIDGE

T 01223 202 100
Cambridge@pegasusgroup.co.uk

CIRENCESTER

T 01285 641 717
Cirencester@pegasusgroup.co.uk

EAST MIDLANDS

T 01509 670 806
EastMidlands@pegasusgroup.co.uk

EDINBURGH

T 0131 589 2774
Edinburgh@pegasusgroup.co.uk

LEEDS

T 0113 287 8200
Leeds@pegasusgroup.co.uk

LICHFIELD

T 0121 308 9570
Lichfield@pegasusgroup.co.uk

LIVERPOOL

T 0151 317 5220
Liverpool@pegasusgroup.co.uk

LONDON

T 020 3897 1110
London@pegasusgroup.co.uk

MANCHESTER

T 0161 393 3399
Manchester@pegasusgroup.co.uk

NEWCASTLE

T 0191 917 6700
Newcastle@pegasusgroup.co.uk

SOLENT

T 023 8254 2777
Solent@pegasusgroup.co.uk

GROUP SERVICES

T 0333 0160777
enquiries@pegasusgroup.co.uk

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Registered Office: 33 Sheep Street, Cirencester, GL7 1RQ

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