

Environmental, Social and Governance Strategy.

2023/24 to 2028/29



Author: Seb Tibenham

Date: January 2024

Reference: ESG Plan_2024.01.11

Expertly Done.

Contents

Introduction.	1 – 2
Background.	3 – 6
Summary of our ESG Strategy and Themes.	7 – 12
Our Commitment.	13
Appendix A. Environmental Excellence.	14 – 36
Appendix B. Social Impact.	37 – 48
Appendix C. Governance and Leadership.	49 – 56

Introduction.

Pegasus Group was established in 2003 and has grown to become a leading independent, national consultancy specialising in sustainable development solutions for the development and construction industry.

Operating from locations across the UK and with more than 400 staff, Pegasus now offers professional services across 7 Areas of Expertise:

- Design
- Economics
- Environment
- Heritage
- Land and Property
- Planning
- Transport and Infrastructure

We are a privately owned company with a desire to continue our organic and acquisitive growth trajectory whilst maintaining healthy levels of net profit. In doing so, we wish to grow in a sustainable manner by reducing any negative impacts on the environment and increasing our positive impacts on society.

This Environmental, Social and Governance Plan sets out a number of objectives, measures and targets to aid us in this overall objective.

It covers a period starting from our 2023/24 Financial Year (which commences on 1st July 2023), in terms of drafting and publishing this strategy, through to the end of our 2028/29 financial year (which ends on 20th June 2029).

Office Locations

1. BIRMINGHAM (City)
2. BIRMINGHAM (Sutton Coldfield)
3. BRISTOL
4. CAMBRIDGE
5. CIRENCESTER
6. EAST MIDLANDS
7. EDINBURGH
8. LEEDS
9. LIVERPOOL
10. LONDON
11. MANCHESTER
12. NEWCASTLE
13. SOLENT
14. ARMSTRONG BURTON GROUP



Background.

We launched our new Vision, Mission and Values at our Staff day in early 2022 alongside our new brand and tag line – Expertly Done!

Our Vision

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.

Our Mission

Our mission is to always work with integrity and to be the experts in everything that we do. We bring together the best talent across our industry, creating teams that strive to navigate clients through the planning and development system successfully.

Our Values

- **Passion** – Everything we do, no matter how big or small should be delivered with passion, commitment and expertise.
- **Empowerment** – Empowering all our staff to flourish, innovate and perform to the best of their ability.
- **Collaboration** – Approachable and always on hand to work collectively towards a shared goal.
- **Integrity** – Honest, trustworthy independent advice to ensure the Group's integrity and forge loyalties
- **Sustainability** – Operating a successful business that reduces its carbon footprint, promotes environmental net gains, and embraces a culture that values good health and wellbeing.

Our Business Plan for Growth

In May 2022, we published our 5 year Business Plan (2022-2027) entitled 'Innovation – The Pegasus Way'. It reflects on how the company has successfully grown since 2003 and how previous strategies associated with the diversification of the Pegasus offer have been implemented. It also highlights how we have overcome recent challenges such as those imposed by the Covid-19 pandemic and how this has altered working patterns and practices across the business.

The Business Plan also set out our growth projections for staff (excluding and including potential acquisitions).

Year End	Projected Staff (no. acquisitions)	Projected Staff (excl. acquisitions)
2022	399	399
2023	411	411
2024	448	448
2025	491	501
2026	501	544

Appointment of Grain and Establishing our ESG Themes

In 2022 we appointed independent consultants, Grain, to advise on our current environmental impacts and how we could set a desired pathway to target Net Zero greenhouse gas emissions and to advise more generally on environmental, social, and governance (ESG) matters.

Grain reported back to the Executive Board at the end of 2022 and recommended various strategic priorities across the 3 'pillars' of sustainability, which have influenced the themes and objectives we go on to set out in this report.

Grain confirmed that our greenhouse gas emissions from all known and recorded emissions reduced significantly between 2019/20 and 2020/21 from 432 tCO₂e down to 238 tCO₂e. COVID had a particularly positive impact in reducing our emissions due to a reduction in business travel and office occupation thus reducing our energy and water consumption.

With the growth in our business since 2021 and an increased return to our offices, face to face meetings and the resurgence of community consultation events and committee meetings being held at Council offices (which are all essential in ensuring we get the best out of our collaborative approach towards team working and engagement with key stakeholders), it is somewhat inevitable that our emissions crept back up from 2020/21 levels. However, we have adopted a flexible/blended approach towards working patterns and Teams meetings and working from home still forms part of our regular working days and weeks and therefore we anticipate that our emissions could still be reduced.

We are now in the process of finalising our consumption and emissions for our 2022/23 financial year that will be reported as part of our commitments under ESOS as a large business and this will form part of the baseline for this ongoing ESG Plan.

What is clear at this stage is that our greatest contributor to emissions is through business mileage, which currently contributes to circa 35% of our emissions alongside our consumption of electricity (34%) within our office locations followed by our gas consumption (16%). These are therefore the areas that we will prioritise and focus on in the context of our own environmental impacts on the planet, alongside our objectives to deliver positive social impacts for our employees and the wider communities within which we work.

Beyond that, it was recognised by Grain that it is our knowledge, expertise and direct involvement in designing and advising on development projects of significant scale that has the greatest potential to deliver positive change on the environment, economy and social wellbeing of the communities in which such development proposals are located. Pegasus Group are therefore perfectly placed to develop thought leadership in delivering sustainable development, put forward best practices, and measure the environmental and social returns on such investment. A key focus for us is to therefore foster close working relationships with our clients, develop the skills and understanding of our staff and professional advisors and put this knowledge and understanding into practice on the projects and development sectors we support. As part of this commitment, we have taken a board decision to not promote carbon intensive energy projects and our business strategy is very much focused on renewable energy projects that will support the UK and Scottish Government's own objectives towards achieving net zero targets.

Background.

Our Corporate & Social Governance Framework

In January 2023, we issued our updated ‘Corporate & Social Governance Framework’. It provides details on the organisational and management structure of Pegasus Group and decision-making responsibilities of our Strategic Framework Executive, Executive Board and the various committees that have been set up to run the business.

Figure 1. Strategic Framework Executive Hierachy.



Background.

With regard to ESG issues, the following is stated within the current Corporate Governance

‘Pegasus Group is committed to positively addressing sustainability issues through its operations, including adhering to ISO 14001 Environmental Management Systems. However, the Group wishes to strengthen its commitment to a wider range of Environmental Social Governance (ESG) principles. Specialist advice has been sought which is assisting in defining a number of ESG dimensions, material issues and objectives which the Company has identified as being important in order to establish a 3-Year Roadmap with Key Performance Indicators (KPIs). These KPIs will be set to meet the Company’s ambition over the short term (to 2024), medium term (to 2029) and longer term (beyond 2030), including setting Net Zero targets for the company to reduce the Group’s own and supply chain emissions’

This ESG Strategy honours the above commitments and sets out key themes, objectives and KPIs across the three pillars of our new ESG strategy so we are able to measure our progress in a consistent and transparent manner.



Summary of our ESG Strategy and Themes.

We are now proud to present our commitment to our ESG Strategy and our pathway to various aligned aspirations that will ensure Pegasus Group positively contributes to environmental and social objectives when considering the impact of our business and the advice we provide on a wide range of development projects on behalf of our clients.

We have distilled these priorities into the following 12 themes associated with our three pillars of Environmental Excellence, Social Impact and Governance and Leadership.

Separate appendices have been prepared that set out the details on each theme and include specific Key Performance Indicators and deadlines for action. We will be doing our utmost to adhere to the deadlines and endeavour to reach the targets and goals we have set ourselves. We will report back on our achievements on a regular basis to our shareholders, the board and more widely.

A summary of the main pillars and themes are set out here.



Environmental Excellence

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.

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. We intend to monitor our progress by implementing ISO14064. Our focus will principally be on electricity and gas use and business mileage as these are the main contributors from our business and collectively equate to circa 85% of our CO₂ emissions.

3. Renewable & 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. We have committed to not work on carbon intensive energy projects and will continue to focus on our expertise on renewable energy and become thought leaders in this development sector. We aim to increase our turnover from this development sector by an additional £1m each financial year. Where possible, we will investigate opportunities to add renewable energy supply to our offices.

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. We will develop and expand our skills and expertise to provide a range of services that positively impacts on delivering social and environmental gains in existing communities and embodies a best practice design of new sustainable communities and buildings.

Summary of our ESG Strategy and Themes

Social Impact

Embedded within our ‘Sustainable Communities’ theme and crossing over to where we want to be on our ‘Social Impact’ goals, we are proud to announce that Pegasus Group are now organisational members of Social Value UK. Key staff within our Economics team have recently undergone training with Social Value UK so as to increase our exposure and understanding in this field. In time, we will utilise this knowledge to inform our own corporate goals and objectives associated with Social Impact and become increasingly qualified to prepare and quantify the Social Return on Investment (SROI) so we can aid our clients on their own corporate objectives and so we can more accurately define and calculate the betterment delivered by the development projects we advise on.

5. Employer 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 endeavour 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.

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 staff is also embedded in our culture. Indeed, we ensure our doors are open for all staff so there is always someone on hand to talk to. We adopt very high Health and Safety standards and operate under ISO45001 requirements. We will continue to address any actions that are identified through any internal and external audits and seek to continually improve our standards and we will explore additional insurance cover options for increased peace of mind and wellbeing.

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. We have already implemented a number of initiatives in the context of promoting diversity, equality and inclusion within the business and will continue to monitor the beneficial impacts of these – such as our Inclusive Culture Action Group, Nurturing Diverse Talent Training Programme and supporting initiatives undertaken by the RTPi and BAME in Property. We will actively seek to reduce the Gender Pay Gap within our business and continue to best ensure that our business represents the communities within which it works.

8. 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. We already afford two working days within the year to all our staff to undertake charitable/pro-bono work for good causes. In theory this amounts to more than 5,600 hours per financial year and we would like to achieve this many hours in practice by June 2026. We also wish to increasingly donate more than £20,000 that we have donated each year in recent times. We will also explore the opportunity to create a Pegasus Group Charitable Trust to maximise the value and impact of such donations.

Summary of our ESG Strategy and Themes



Summary of our ESG Strategy and Themes

Governance and Leadership

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 5 core values. We have proudly grown Pegasus Group upon a strong reputation for providing honest and trustworthy professional advice. We will continue to gain feedback from our clients to monitor any issues that may arise and understand where we can improve. We will also develop our own Code of Conduct policy that builds upon our existing professional experience, policies, and ensure our training on matters such as modern-slavery, GDPR and anti-bribery legislation are updated regularly for all staff.

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. Board papers will be adapted with this objective in mind and we will seek improvements against the various KPIs and outcomes we set out in this ESG Strategy and our group-wide Business Plan.

Summary of our ESG Strategy and Themes

11. Thought Leadership, Innovation and Digitilisation

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. We will have leaders and key staff within each area of expertise whose responsibility is to keep abreast of the latest legislation, policies and best practices so they are well placed to offer their opinions on the development industry in general and how to advance areas of the business and improve the knowledge, understanding and training of our staff.

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. When refurbishing or relocating offices, we will explore to re-use, donate or recycle existing equipment where appropriate and record outcomes. We will ensure any refurbishment plans cater for online meetings so as to reduce travel requirements, whilst also developing a Group Travel Plan and consider the merit of individual Travel Plans for key offices to promote sustainable transport modes to and between our offices. To understand and influence how much office space we need, we will also be undertaking office capacity and budget plans to accurately determine how we can limit the space we light, heat and furnish based on flexible working arrangements.



Our Commitment.

All members of the Strategic Framework Executive, who represent the majority of shareholders within the Pegasus Group and are the Board of Directors for the company support the content of this ESG Strategy and are committed to its successful implementation.

Whilst our commitment is resolute, we are acutely aware of the fact that this represents the first strategy of this nature for Pegasus Group.

During the course of implementing this ESG Strategy, there will inevitably be changing circumstances that may require us to focus or prioritise on specific aspects before being able to implement others. For example, changes to policies and legislation that affect large businesses or the requirements or feedback from our clients may require us to adapt and adjust to new targets. Through our ongoing working and training with Social Value UK, engagement with staff and our monitoring process, we will also inevitably learn new best practices and develop new thoughts and ideas. In short, we understand that we will learn a lot from this process and in doing so we are adamant that we will reduce our impact on the planet and develop an increasingly positive and supportive working environment for all those that work with Pegasus Group and the clients and communities we serve.

We look forward to reporting back on our progress in due course.

Appendices.

Appendix A. Environmental Excellence.	15 – 36
1. Environmental Leadership and Transparency	15– 16
2. Net Zero Company Targets	17 – 22
3. Renewable and low carbon energy	23 – 24
4. Sustainable Communities	25 – 26
CASE STUDIES	27 – 36
Appendix B. Social Impact.	37 – 48
5. Employer of Choice	37 – 38
6. Wellbeing and Health and Safety	39 – 40
7. Diversity, Equality and Inclusion	41 – 42
CASE STUDY	43 – 44
8. Charitable Community Involvement	45 – 46
CASE STUDY	47 – 48
Appendix C. Governance and Leadership.	49 – 56
9. Business Conduct and Integrity	49 – 51
10. Financial Leadership	52
11. Thought Leadership, Innovation and Digitisation	53 – 54
12. Sustainable and Collaborative Workplace Environments	55 – 56

Appendix A.

Environmental Excellence

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.

- All members of the Strategic Framework Executive support the content of this ESG Strategy and are committed to its implementation and ongoing review.
- We will launch the ESG strategy internally in January 2024.
- Feedback will be sought from staff prior to and at our April 2024 Staff Day and collated into a report that will be made available and reviewed internally (and/or via an external consultant if deemed appropriate).
- Feedback will be sought and collated from clients throughout 2024 to determine if it satisfies their own requirements and expectations from their suppliers.
- We will continue to review our own suppliers and seek information on their ESG strategies and measurement of their environmental and social impacts (if available). This will influence our decisions on which suppliers we utilise.
- ESG issues and matters will be discussed at each Group Services Meeting which take place on a fortnightly basis.
- ESG updates will be reported at each monthly Executive Board Meeting and quarterly SFE meetings and the various committee meetings that take place.
- Full Annual Monitoring Reports on progress and challenges faced will be reported to our Executive Board (EB) and Strategic Framework Executive (SFE) every 12 months and tie in with our respective financial years. This will be prepared by the Group Services, QHSE Committee and HR Committee members. The ESG Strategy and associated updates will also be presented at future company-wide Staff Days (2026, 2028).
- Members of the QHSE and HR Committees will continually consider and roll out relevant training programmes for staff on ESG issues and report back on participation to the EB and SFE.
- As and when any future review of our Corporate Governance Framework and Shareholders Agreement takes place, such reviews will account for matters raised within the current ESG strategy to ensure that our goals on Environmental Excellence, Social Impact and Governance and Leadership are embodied into the legal and governance frameworks that influence the day to day running and success of our business.

Programme: Environmental Leadership and Transparency		KPI/Target
2023	Agree Initial Draft ESG strategy document with sign off Sept 23 SFE.	Sept 2023
2023	Finalise Initial ESG strategy and sign of at Nov EB	Nov 2023
2024	Launch Final ESG Strategy.	Jan 2024
2024	Collate Staff and Client Feedback	2024
2024	Annual Update Report to be presented to EB / SFE.	End of 2024
2025	Annual Update Report to be presented to EB / SFE	End of 2025
2026	Bi-Annual ESG Review to be signed off (EB / SFE)	Jan-Mar 2026
2026	Bi-Annual ESG Review Report Published alongside Financial Report	April-June 2026
2026	Annual Update Report to be presented to EB / SFE	End of 2026
2027	Annual Update Report to be presented to EB / SFE	End of 2027
2028	Bi-Annual ESG Review to be signed off (EB / SFE)	Jan-Mar 2028
2028	Bi-Annual ESG Review Report Published alongside Financial Report	April-June 2028

2. Net Zero Company Targets

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.

- The UK Government has set a ‘net zero’ target to reduce the UK greenhouse gas emission at 1990 levels by 100% by 2050. The Scottish Government have set a more ambitious target to achieve net zero by 2045. We wish to achieve net zero in a much shorter timeframe.
- Our objective is to be carbon neutral in 2025/2026 (based on the outcomes of our 2024/2025 FY reporting). This will initially be achieved through carbon offsetting schemes.
- During the 2023/24 financial year we will be developing a sound methodology to ensure we can firstly manage and monitor our outputs accurately and effectively.
- Our objective is to reduce the intensity of our emissions year on year thereafter whilst still seeking to grow our business turnover, profitability and the number of staff we employ.
- We will measure our progress by calculating CO₂e / £m turnover and CO₂e / nos of staff.
- For each year up to 2028/29, we will seek to achieve a 15–20% reduction in the intensity of our CO₂ emissions year on year.
- Our desired goal is to achieve Net Zero Emissions by 2030 subject to the outcome of our annual monitoring processes.
- As a large company (with over 420 staff and a turnover approaching £45m), we are now above the Government-set thresholds¹ that require us to prepare an ESOS assessment (Energy Saving Opportunity Scheme). As such, we have already embarked on collating energy consumption data for formal submission under the Energy Efficiency Directives (2012/27/EU² and 2018/2002³). Our next deadline for this is 5th December 2023. This is being assessed by an external consultant ‘Elemental Consulting Group’ who carried out an informal assessment for our last financial statement. However, the ESOS assessment does not measure all necessary sources of emissions in order to measure our progress towards being carbon neutral and net zero.
- The report prepared on behalf of Pegasus Group by independent consultants Grain confirmed that our greenhouse gas emissions from all known and recorded emissions reduced significantly between 2019/20 and 2020/21⁴ as illustrated in the tables below. COVID had a particularly positive impact in reducing our emissions due to reduced business travel and the reduced occupation of our offices also reduced our energy and water consumption.

¹ The Government’s ESOS thresholds are 250 staff and £45m turnover.

² https://energy.ec.europa.eu/topics/energy-efficiency/energy-efficiency-targets-directive-and-rules/energy-efficiency-directive_en#content-heading-0

³ https://energy.ec.europa.eu/topics/energy-efficiency/energy-efficiency-targets-directive-and-rules/energy-efficiency-directive_en#the-2012-energy-efficiency-directive

⁴ Scope 1 emission sources are from assets that Pegasus have control over such as owned company offices and company vehicles. Scope 2 emission sources are from purchased electricity, heating and cooling providers where we have direct control over these. Scope 3 emission sources are from up and down stream services that we have less direct control over but can still influence through our policies and procurement procedures on the basis that the vast majority of our Scope 3 emissions are from upstream services (rather than

2019-20						2020-21					
	Scope 1	Scope 2	Scope 3	All scopes	%		Scope 1	Scope 2	Scope 3	All scopes	%
Business travel: air			6.37	6.37	1.5%	Business travel: air			0.47	0.47	0.2%
Business travel: road			151.49	151.49	35.1%	Business travel: road			82.4	82.4	34.6%
Electricity		100.59	23.76	124.35	28.8%	Electricity		66.05	15.58	81.63	34.3%
Gas	29.77		3.87	33.64	7.8%	Gas	33.58		4.37	37.95	15.9%
Paper			0.48	0.48	0.1%	Paper			0.15	0.15	0.1%
Refrigerant	6.7			6.7	1.6%	Refrigerant	6.7			6.7	2.8%
Water			108.85	108.85	25.2%	Water			28.73	28.73	12.1%
Total By Scope	36.47	100.59	294.83	431.89 tCO ₂ e		Total By Scope	40.28	66.05	131.7	238.03 tCO ₂ e	
%	8.4%	23.3%	68.3%			%	16.9%	27.7%	55.3%		

- With an increased return to our offices, face to face meetings and the resurgence of community consultation events and committee meetings being held at Council offices (which are all essential in ensuring we get the best out of our collaborative approach towards team working and engagement with key stakeholders), it is somewhat inevitable that our emissions crept back up from 2020/21 levels. However, we have adopted a flexible/blended approach towards working patterns and Teams meetings and working from home still forms part of our regular working pattern and therefore we anticipate that our emissions could still be reduced.
- Our largest contributor to emissions from Scope 1 and 2 sources are from our electricity use within offices, where we are in control of the suppliers. This may fluctuate as and when we take on new office space locations (and where new landlords dictate the energy supplier).
- Where we remain in control of such suppliers, we will seek Green Energy supplier tariffs at the earliest opportunity. This will be audited and controlled by our Finance Team and reported through our Group Services Meetings and at Executive Board and SFE meetings.
- Our greatest contributor to emissions is through business mileage, which currently contributes to circa 35% of our emissions. This is predominantly from road travel. Air travel is not regularly used but with the opening and ongoing growth of our Scotland/Edinburgh office and an increased number of projects in Scotland, this could increase until such time that we are able to resource this workload locally with a larger and established team in Scotland.

related to the impact of our product once it has been issued to the client, which relate to downstream impacts). Our scope 3 emissions largely relate to the following:

- Business Travel,
- Employee commuting,
- Waste generated in operations (i.e. paper, printing cartridges, etc),
- Leased assets (including offices),
- Fuel and energy related activities (where we are not in direct control of the provider i.e. provided through the office landlord),
- Purchased goods and services and capital goods (i.e. IT equipment, stationary, furniture, etc),
- Upstream and downstream transport and distribution services (i.e. couriers, shipping, etc).

Environmental Excellence – Net Zero Company Targets

- Business miles undertaken by private car, taxi, train and air will be monitored on a monthly basis and KGCO₂e emissions will be measured utilising the following conversion factors as presented by the Department of Transport, 2021 (as updated).

Transport Mode	Total Conversion Factor (KGCO ₂ e per mile)
Average Diesel Car	0.213
Average Electric Car	0.066
Average Petrol Car	0.221
Regular Taxi	0.298
Black Cab	0.409
National Rail	0.071
Plane	0.439

- We have and will continue to implement the following all with the aim of reducing our emissions from staff journeys:
 - Provide staff with information on CO₂e emissions from different modes of transport between our various offices as a guide to raise awareness.
 - Continue to encourage all staff to utilise public transport (trains, trams and buses) to attend meetings and events where practical.
 - Apply a policy/process that encourages train use and advice on how to obtain cost effective tickets. The policy/process will also provide guidance on instances where 1st class tickets can be purchased, where there is evidence that this would offer an overall benefit to the business.
 - Ongoing encouragement for more staff to take up our new Electric Vehicle scheme (through Octopus).

- Apply a car sharing policy where the driver can claim an additional 5p per mile.
- Apply a policy on air travel so this is restricted to journeys of 400+ miles.
- Ongoing encouragement of increased team working across all offices to enable site visits and certain meetings to be undertaken by those most local to the site/meeting venue.
- Continue online meetings for internal training programmes.
- As per our objectives set out in Theme 12 – Sustainable and Collaborative Workplace Environments, we will also prepare Green Travel Plans for each office location commencing with our largest offices.
- In terms of formally measuring and auditing our progress, there are a number of options. One industry standard practice is to become ISO 14064-1 accredited. This standard is specifically related to measurement and reduction of Greenhouse gases and carbon neutrality (which can then be used to calculate offset payments)⁵. Given we apply various ISO accreditations already (including ISO: 14001), there would be merit and synergy in adopting this standard going forward.
- The ISO 14064-1 requirements would entail the following:
 - First information gathering: Understand the requirements and our business needs. Understand how verification can benefit our business.
 - Collecting data: 12 months of data is needed on everything as a business (utility usages, etc)
 - Verification: Independent ISO auditors then review and validate our submission.

⁵Based on 2021 Census Data for England and Wales 82% of the population identify themselves as White British and

Environmental Excellence – Net Zero Company Targets



Environmental Excellence – Net Zero Company Targets

- To achieve our net zero goal and ISO accreditation we will accurately monitor and measure the following principal items that contribute to our current CO₂ emissions as identified by Grain:
- **Scope 1 (Direct Emissions):**
 - Gas use (ALL OFFICE LOCATIONS)
 - Refrigerant items (ALL OFFICE LOCATIONS)
- **Scope 2 (Indirect Emissions):**
 - Electricity use supplied (ALL OFFICE LOCATIONS)
- **Scope 3 (Business Travel):**
 - Costs and distances travelled by air;
 - Costs and distances travelled by public transport;
 - Travel/miles by private car (petrol / diesel);
 - Travel by private car (EV);
- **Scope 3 (Fuel and Energy):**
 - Gas consumption and suppliers
 - Electricity consumption and suppliers
- **Scope 3 (Waste):**
 - Wastewater treatment
 - WEEE waste (electrical equipment)
 - Paper waste
 - Dry mixed recyclable waste (including cardboard)
- **Scope 3 (Capital Goods):** Purchased capital items are common in all our workplaces albeit much of our IT equipment is now leased. When purchasing such items, we will take into account the energy efficiency of any electrical equipment and where we utilise suppliers of office furniture, we will seek any details they might have in relation to the carbon footprint of such items and source such items locally.
 - Display equipment (easels, display boards, etc),
 - Office Furniture (Desks, Chairs, etc)
 - Kitchen Equipment (Fridges, Kettles, etc)
 - Purchased IT equipment.
- **Scope 3 Upstream (Purchased Goods and Services):** With regard to the following Scope 3 items, these do not significantly influence our CO₂ emissions. However, we will review our supply chain and ask questions and seek information on whether they have an ESG Plan and whether they report on their emissions in a transparent manner so we are able to calculate our upstream CO₂ emissions from purchased goods and services.
 - Advertising
 - Building Maintenance
 - Business/Professional Services (inc. Accountants, Solicitors, Marketing Consultants, Recruitment Consultants)
 - Car Leasing
 - Courier / Post Services
 - Events
 - Equipment Rental
 - Food and Drink (Purchased for Offices)
 - Food and Drink (Expenses)
 - Food and Drink (Entertaining)
 - Furniture
 - Ground maintenance
 - Insurance
 - Internet Domains
 - IT Equipment
 - IT Services
 - IT Licences/Software
 - IT Cloud Services
 - IT Website Development
 - Medical Insurance
 - Professional Indemnity Insurance
 - Stationery
 - Telephones
 - Training
 - Water Supply

Environmental Excellence – Net Zero Company Targets

Programme: Net Zero		KPI/Target
Q2 2023/24	Consider reporting responsibilities and methodologies at Group Services Meeting following the Dec 2023 SFE.	Post Sept
Q4 2023/24	Provide necessary information to Elemental Consulting Group and report back on ESOS findings (Government deadline already set).	5th June 2024 deadline to submit to Government.
Q4 2023/24	Agree and instigate methodology so relevant data is requested, stored and collated on a regular (monthly basis) with key facts and figures placed into a common spreadsheet that all relevant contributors within the business have access to.	May 24 EB
From Q4 2023/24 and ongoing.	Collate and organise data on each of the scopes set out above.	Ongoing
2024/25	Ongoing monitoring/review of effectiveness of carbon reductions.	
2025-2029	Calculate residual carbon emissions for scope 1, 2 and 3 each year and report this transparently. Commit to offsetting CO ₂ emissions from Scope 1, 2 and 3 each year.	Seek a 15-20% year on year reduction in the intensity of KGCO ₂ e emissions between 2025-2029.
Longer term	Achieve Net Zero by 2030.	By end of 2030.



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.

- Pegasus Group are already regarded as a leading expert in the promotion of renewable energy and low carbon development schemes.
- We have adopted a position to not pursue / take instructions related to fracking and other intensive carbon-based energy production.
- We have already implemented an Energy Sector team working approach which is led by Executive Director Paul Burrell. Training on key planning and environmental considerations associated with wind, solar and other low carbon energy related schemes has also been afforded to key staff across our offices and related areas of expertise. Relevant training on this topic will continue for CPD purposes.
- We have opened a new office in Edinburgh to capitalise on the Scottish Government's commitment to this sector. A key part of the current Business Plan is to bolster our representation in Scotland to help facilitate the Scottish Government's net zero objectives.
- Revenue from the Energy Sector over the last 3 years has already grown by 117% as follows:
 - 2022/23 £6.1m 2021/22 £3.9m 2020/21 £2.8m
- The majority of the above 2021/22 turnover has been generated from projects associated with renewable energy schemes, principally solar PV projects.
- A new Energy Sector Business Plan is being prepared and as part of that we are aiming to increase our turnover from the Energy Sector by at least an additional £1m+ each year over the course of the current Group wide business plan (May 2022 to 2027) with an aspiration to turnover £10m by July 2027.
- The Energy Sector business plan will highlight our intention to explore new opportunities in this sector (including work associated with Development Consent Orders, Land and Property deals, and GIS services including book of reference work) alongside our core Areas of Expertise.
- The Energy Sector Business Plan will also consider how we can transparently:
 - record the amount of energy created or stored by each energy project Pegasus promotes, and
 - record and measure our successes and outcomes.
- We will commit to working with the UK and Scottish Government, private sector, RTPI other professional organisations to:
 - Encourage at least one ED to be become a member of a 'think tank' in this sector.
 - Develop and publish increased insights to this sector,
 - Become known as 'thought leaders' and regarded as the 'go-to' expert consultants in this field, and
 - Develop training to facilitate our planned growth within this sector.

Programme: Renewable and low carbon energy consultancy services		KPI/Target
2023	Finalise Energy Sector Business Plan, with growth targets per annum	Jun-23
2023	Commit to targets to increase energy consultancy turnover year on year.	Sept
2023	Achieve £5m+ turnover from Energy Sector projects	Jun-23
Q2 2024	Devise a process and system (potentially through our internal 'Business Central' interface) that allows us to record and measure the amount of energy created or stored by each proposal and measure this year on year going forward.	Mar 23
2024	Join appropriate panels/organisation and actively promote/speak about the matters that most impact on renewable and low carbon energy schemes at events and strive to become 'go-to' leading experts in our field.	Jun-24
2024	Achieve £7m+ turnover from Energy Sector projects	Jun-24
2024	Publish Pegasus Group Renewable Energy Insights Report	Jun-24
2024	Develop a staff training programme for this Sector building on our gained knowledge and experience over the course of the previous years.	June 24
2025	Achieve £8m+ turnover from Energy Sector projects	Jun-25
2026	Achieve £9m+ turnover from Energy Sector projects	Jun-26
2027	Achieve £10m+ turnover from Energy Sector projects	Jun-27

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.

- We continually explore how we can make the built and natural environments that we design more sustainable and attractive, whilst remaining viable and achievable.
- To demonstrate and promote thought leadership designing and delivering new sustainable communities, we are in process of developing a ‘Pegasus Future Places’ / ‘Pegasus Eco-World’ brand, that highlights best design practice on reducing waste and the use of vital resources, addressing climate change and carbon savings, and enhancing natural capital and social equality.
- Based on our high standards towards creating sustainable communities, we continually seek to educate our staff, clients and key stakeholders on our approach to this goal. We also seek to influence national and local policies and design guides, so these best practices are embodied into the places we design on a more frequent basis.
- We already provide an array of services to our client base which measure and/or articulate the economic, social and environmental impacts of development proposals we promote including.
 - Environmental Impact Assessments,
 - Planning Statements,
 - Socio-Economic Benefit Statements,
 - Affordable Housing Assessments,
 - Design and Access Statements,
 - Building for Health Life Assessments,
 - Public Open Space and Landscape assessments.
 - Health Impact Assessments, etc
- Nonetheless, there is always more we could offer to promote sustainable communities and best practices. As such, we will liaise with sector leaders and clients on the potential scope of services and develop a thorough business case to promote any such new services which could include looking at the following:
 - Social Impact Assessments and Social Return on Investment Assessments.
 - Biodiversity net gain and ecological services;
 - Hydrology and Geophysics services;
 - Environmental Management Plans and Systems;
 - Environmental Permits;
 - Waste Compliance;
 - Sustainability Consulting and ESG;
 - Flood Risk Management and nature based solutions;
 - Any other specialist services that we increasingly appoint on large scale renewable energy projects as sub-consultants.
- As part of the above process, we will explore options for upskilling existing staff, targeted acquisition of well-regarded specialist consultancies and/or headhunting of market leaders in relation to the above.
- With regard to Social Impact, we have recently become organisational members of Social Value UK so as to increase our exposure and understanding in this field. Key staff within our Economics team have recently undergone training with Social Value UK so they can begin to advise the business and clients on quantifying the Social Return on Investment (SROI). We will monitor the success of this service through the Economic Area of Expertise Meetings.

Programme: Sustainable Communities Consultancy Service		KPI/Target
Q1/Q2 23/24	2x Members of Staff to have completed Social Value UK training and to report experience back to the Exec Board and their views on rolling out this service to clients (Social Impact Assessments / SROI Assessments).	Oct/Nov 23 EB
Q4 23/24	Exec Board to investigate opportunities for new services (as per those listed above as examples) that would aid this objective. Determine what services would represent suitable and sensible diversification for the business and how these would be best achieved.	May 24 EB
Q1/Q3 23/24	Pegasus Future Places Concept to be discussed at all AoE meetings during 2023 with the view to prepare a business plan/strategy that embodies these ideas. Final Strategy document to be presented to EB and SFE.	Nov 23 EB / Dec 24 SFE
2025-2027	Review progress on new services and report back annually as part of Annual ESG Monitoring Report.	Annually



CASE STUDY

Promega HQ, Southampton

Our client wanted to create a series of different outdoor ‘rooms’ to provide employees with a range of outdoor experiences and spaces, with a strong connection to nature, from both looking out from the building and within the gardens themselves.

We worked closely with the client team to understand the different variety of spaces, uses, users and experiences that they were looking for, and developed the concept of a series of garden spaces from a central garden space, to smaller more intimate spaces, all of which offered you a journey through the gardens.

We designed a series of garden ‘rooms’, which focused around a central garden space which was framed on 2 sides by the new building.

This space created a social area for the users, connecting to the indoor dining space, with curving low seating walls, undulating lawns framed by

Client	Promega
Size	1,700 sq. m
Local Authority	Test Valley Borough Council
Sector	Education & Community

swathes of planting and trees. A key aim was to provide a beautiful garden space that offered a strong connection to nature from within the building.

A stunning water feature and a copper tree, was set within the central gardens, visible from the entrance lobby and instantly providing a connection to the gardens upon arrival.

The central garden space leads off to a number of smaller spaces, including a yoga garden set amongst sensory planting, wetland garden with bridge and sculptural Corten archway, and wildflower meadow picnic area.

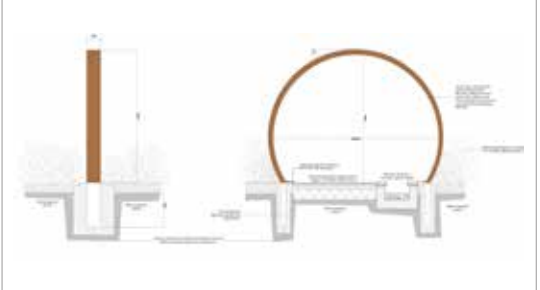
The arrival experience for the new building was also a key part of the design, with key design principles from the garden space being referenced, through curving walls, and strong use of planting.



“ We love how elegant it looks, and how it attracts so many bees, hoverflies, dragonflies and other insects to it. People love sitting on the benches and just taking in the garden in peace and quiet. The gardens are great – there is so much interest and variety in the planting and something is in flower at almost all times. The picnic area set in wildflower meadow and surrounded by fruit trees makes such a relaxing lunch area! ”
Rob Holmes, Facilities Manager – Promega



RIBA South Award Winner 2021



“ The views towards the garden and beyond are successful and the landscaping scheme is worthy of praise. The garden is better than in most homes, complete with a dedicated yoga space. It feels pruned and pristine... ”
RIBA



CASE STUDY

Fred Winter Centre

The centre on Guild Street is designed to help the homeless and vulnerable in Stratford, providing a range of services all under one roof.

Our expert teams provided a multidisciplinary service to deliver this pioneering scheme including architecture, design, environment, heritage and planning.

We provided a full architectural service, completing the technical design and tender stages of the project and supervised on site until completion.

The former Fred Winter furniture store at 41 Guild Street, Stratford, is a mixed-use scheme encompassing a food bank, café, flexible office/meeting space, specialised accommodation and communal space.

The centre offers high quality accommodation and ‘joined-up’ services for people who are homeless or who are at risk of homelessness.

Our greatest success on this project was meeting the needs of a large number of stakeholders through a process of collaboration.

We were able to deliver a scheme that that not only implemented the expectations of the multiple stakeholders, but also took into account the feedback received following a very extensive public consultation phase.

Client	Spring Housing Association
Size	15,000 sq ft
Local Authority	Stratford on Avon District Council
Sector	Health, Education and Community

It was an extremely rewarding project to be a part of, the first hub of its kind offering a mixed-use with all support services together under one roof.

The location of the site is within Stratford-upon-Avon Conservation Area, close to many listed buildings. Stratford is recognised as one of the country’s leading tourist destinations, and 41 Guild Street sits in the centre of the town’s retail and leisure core with the town’s main pedestrianised street and Shakespeare Centre within walking distance.

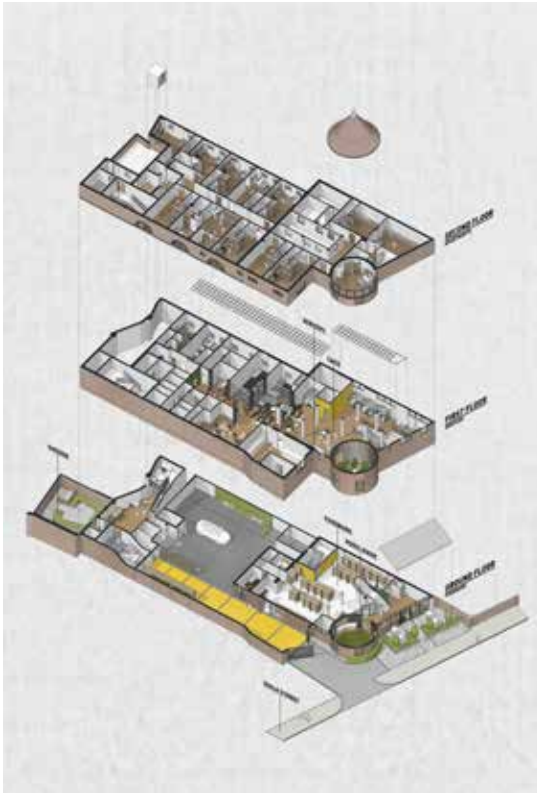
The development over three floors includes 14 one-bedroom apartments and 1 two-bedroom apartment, all of which will be within the private areas of the development.

The planning application was approved under delegated powers, but in a report officers said: *“It is clear from the application submissions that the different uses within the building will have a symbiotic relationship, each bringing connections to the others to the overall benefit of the scheme.”*

“The Fred Winter Centre will primarily provide the ‘joined-up’ services for people who are homeless or at risk of homelessness in a collaborative and collective approach. This will in turn help prevent homelessness, assist social integration, support people to secure and maintain accommodation, and improve health and well-being.”

“In Pegasus Group we found a team that was able to work in collaboration with a wide range of organisations both statutory and voluntary, but perhaps most importantly, work with people who have had personal experience of homelessness in order to co-produce design solutions together. We are really excited about the Fred Winter Centre, which we truly believe offer positive long term impact’s for people that have experienced homelessness locally.”
Dominic Bradley, CEO of Spring Housing Association

- Partners signed up to the Fred Winter Centre include:
- Stratford on Avon District Council
 - Springfield MIND
 - Spring Housing Association
 - Change Grow Live (advice and information relating to drugs and alcohol)
 - Orbit Housing Association
 - Citizens Advice South Warwickshire
 - Stratford Foodbank
 - Job Centre Plus/DWP
 - St Basils (working with young people to prevent homelessness)
 - The Link Project



CASE STUDY

Kirklees Cultural Heart

An application seeking full planning permission and associated applications for Listed Building Consents was submitted in autumn 2022 for this ambitious project referred to as ‘Kirklees Cultural Heart’, which is the flagship element of Kirklees Council’s wider Huddersfield Blueprint – a ten-year plan to create a thriving town centre. The application includes a substantial new public park, a new multi-purpose 2,200-capacity live entertainment and events venue and multi storey car park, an art gallery, the repurposing of the current library building to house a dedicated museum and the refurbishment of the historic Queensgate Market building to become a vibrant food hall and new library.

Kirklees Council instructed Pegasus Group to act as planning agent, as well as provide a number of technical consultancy services including Socio-Economics input. The project has been led by Turner & Townsend.

Client	Kirklees Council
Size	Library and Museum, Gallery, event venue, and food hall, Multi-Storey Car Park and public park area.
Local Authority	Kirklees Metropolitan Borough Council
Sector	Community, Retail

Our socio-economic work has included the following:

- Writing a Socio-Economic and Health chapter for the ES, focusing on construction and operational phase impacts. This includes presenting effects related to:
 - Employment
 - Contribution to economic output associated with new jobs
 - Health and wellbeing effects
- Preparing a Health Impact Assessment to align with the requirements Kirklees Rapid HIA Template taken from Kirklees Council Rapid Health Impact Assessment (HIA) for Spatial Planning: Guidance Notes (KMBC, November 2020)
- Writing an Economic Benefits Statement, which contains similar analysis to the ES chapter but is written from a promotional perspective. It is being used to highlight the significant long-term benefits generated by the scheme for Kirklees Town Centre and the wider region. This has included quantification of estimated social value resulting from the scheme, as well as visitor spend impacts. The statement includes an infographic which summarises the main benefits and can be used for any stakeholder consultations.



Image credit: Fielden Clegg Bradley Studios

CASE STUDY

Little Crow Solar Farm

We have been working with INRG Ltd on a Development Consent Order (DCO) application for this nationally significant solar scheme. Little Crow is only the second project of its kind to reach this examination stage.

The findings and conclusion arising from the Examination, together with the Examiner’s recommendation, was sent to the Secretary of State in January 2022, after which the Secretary of State has a further 3 months to determine the application for the Development Consent Order.

On 5th April 2022 Little Crow Solar Park was granted development consent by the Secretary of State for Business, Energy & Industrial Strategy.

Client	INRG Ltd
Size	50 MW plus
Local Authority	North Lincolnshire Council
Sector	Energy

The NSIP process is complex, and sits outside the usual planning and development process. We have provided multiple areas of expertise for this application including design, economics, environment, heritage and planning.

The solar farm capacity will be in excess of 50MW and the associated development will be enough to power 45,000–60,000 homes per year in the Lincolnshire area.



CASE STUDY

Plasdwr, Cardiff’s New Garden City

Plasdwr provides around 7,000 homes of all types and tenures all united by high-quality design within five individual neighbourhoods. Each neighbourhood has distinct architecture, spaces, landscape design, planting, colour and public art.

Plasdwr has been designed to make walking, cycling and public transport the easiest ways to get around: footpaths, cycle routes and roads have been carefully designed to take you through every neighbourhood, to schools, parks, playing fields, the town centre and transport connections safely and easily.

Three new super cycleways will run through Plasdwr, connecting to the Taff Trail and the Ely Trail, and regular buses will mean it will be easy to connect between bus and rail, and bus and bicycle. The main thoroughfare within Plasdwr is called the Rhodfa, which connects the five neighbourhoods, and the Mynedfa, which join with the transport links in the surrounding areas.

Client	Redrow Homes (South Wales)
Size	7000 new homes, District and local centres, new primary and secondary schools, 5 new neighbourhoods
Local Authority	Cardiff Council
Sector	Residential

Their character and configuration will change so that they move and flow according to the natural topography and to reflect the distinct nature of each individual neighbourhood, through elements such as tree species and planting. The Rhodfa will also feature safe walking and cycling provision, including widened pedestrian footpaths and segregated cycle lanes, as well as traffic calming sections to support walking, cycling and public transport as the best ways to get around.

Plasdwr’s streets, homes and green spaces have been designed to emerge from the natural and varied lie of its land, which means that no two areas are the same. Consequently, each of Plasdwr’s five neighbourhoods has its own unique character, derived from its natural landscape and the existing heritage, with its own amenities, such as shops, health and leisure facilities, public green space and schools.

As well as the main Canol Plasdwr/Plasdwr Centre located within Groeswen, Plasdwr will also have three smaller local centres located in the north (in Maesllech), north-west (in Hafod) and south (in Cefntrebane), each with a range of community facilities.

“ As lead developer on one of the largest urban extensions in Wales and the UK, it is extremely important to have the very best consultant team. Pegasus Group were one of our first appointments at Plasdwr and proved to be the perfect decision. The team understood, interpreted and ultimately created the exquisite masterplan we are now seeing come to fruition today. Compliments really do need to go to the responsive, adaptable and knowledgeable approach the team have brought and continue to bring to the project. The masterplan is now being used as an exemplar scheme within Redrow and picks up on all our key principles of the Redrow 8. Having a multi-disciplinary team of master planning, landscape and urban design experts all under the same umbrella has really made the Pegasus Group an excellent partner. ”

Redrow Special Project Manager



Appendix B. Social Impact

5. Employer 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™ / Investors in People, etc.

- Between our key leaders and owners of the business we aim to personally know all of our staff and continue to support, develop and grow the 'Pegasus Family'.
- We will celebrate the hard work of our staff, their educational and professional successes, births, engagements, longevity with the business and eventually their retirements.
- We will support our staff during times of hardship and loss and ensure they are best placed to overcome all obstacles.
- We will engage with all of our employees in terms of attitudes towards credibility, respect, fairness, pride and camaraderie.
- We will continue to undertake annual and mid-term appraisals setting out SMART objectives for all staff and provide pathways to promotion and upskilling.
- We will endeavour to continue our commitment to deliver staff bonuses and pay rises year on year.
- We will explore opportunities for greater levels of staff share ownership across the business at a more diverse range of staff levels.
- We provide above average holidays to our staff, sabbatical periods for those staff that would like to take an extended period of leave for a range of reasons and appropriate compassionate leave so our staff are able to deal with any personal situations they may face.
- We will continue to offer a strong graduate training programme with the view of attracting the best available talent to the business to assist our existing professional teams. We currently have 45 members of staff on our graduate training programme and our aim is to incrementally increase this uptake subject to sustained periods of economic growth and growth of the business.
- We will also continue to offer work placements across our regional offices. In 2021/22, we provided a total of 178 days (1,331 training hours) for those interested in progressing a career in the areas of expertise we specialise in.
- We will achieve a **'Great Place to Work' (or Investors in People) status by 2025.**

Programme: Employer of Choice		KPI/Target
Q124/25 and Ongoing	Executive Directors to introduce themselves to all staff members within their teams and office locations. and seek to get to know them on a first name basis so as to embody a more familial ethos.	Commence July 2024 and continually roll on.
Q1/Q2 23/24	Review options for Employee Share Ownership Model and/or other options for greater diversity in share ownership.	Sept 2023
Every year	Review Staff Pay grades/bands, pay raises and bonuses and aim for an upward trend whilst ensuring the stability of the business.	Aim for upward trend and measure against inflation, competitors and development industry.
Q2 23/24	Review staff treats/awards/gifts towards certain events and milestones.	Report and make decisions at Q3 SFE
Q2 24/25	Undertake a staff survey exploring attitudes on working at Pegasus in relation to credibility, respect, fairness, pride and camaraderie	survey to be completed by Dec 2024
Q4 23/24	Monitor and review feedback from Staff Survey	Report feedback at Q4 23/24 SFE
Q3 24/25	Develop an Action Plan following Staff Survey Feedback with the goal of achieving Great Place to Work or Investors in People, etc status (or similar).	Report at Q3 24/25 SFE
24/25	Implement Action Plan	Q4 24/25 onwards
Q3 24/25	Re-survey Staff under Great Place to Work Framework (or similar)	Report at Q3 SFE, implement new survey and achieve 65%+ trust index results
25/26	Submit Survey Results under Great Place to Work Framework (or similar) alongside our ESG framework and details of other staff benefits and programmes that support this.	
27/28	Achieve Great Place to Work or Investors in People status (or similar) and promote on social media, website and at recruitment events.	Achieve accreditation.
Longer term	Ongoing review as per the above process.	

6. Wellbeing and Health & Safety

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 staff is also embedded in our culture.

- Pegasus Group are ISO 45001 accredited and are committed to ensuring we maintain the highest standards for our employees.
- We provide online Health and Safety training courses through iHASCO covering the following topics:
 - Slips, Trips and Falls,
 - Manual Handling,
 - Fire Awareness,
 - Accident Reporting,
 - Risk Assessment,
 - Display Screen Equipment,
 - Stress Awareness,
 - Environmental Awareness,
 - Anti-Bribery,
 - Cyber Security Awareness,
 - Modern Slavery, and
 - GDPR UK Essentials.
- We regularly monitor staff participation on training courses to ensure they are firstly undertaken and then revisited on a regular and mandatory basis.
- We have a Health and Safety (QHSE) Committee that includes CEO and/or DCEO participation and the Committee reports to the Executive Board and SFE.
- Health and Safety updates are also provided at Regional Meetings and regular bi-weekly office meetings.
- Regular Director walkover surveys of all our office based working environments are carried out and staff are asked to assess their home working environment as well.
- We provide online and mobile Health and Safety Risk Assessments to our staff so these can be undertaken with ease and as and when required.
- We continue to monitor, report and review any accidents at the Health and Safety Committee and continually seek to evolve and better our working practices to ensure any newly identified safety precaution measures are implemented swiftly.
- We accommodate and provide any particular individual needs associated with office workstations and Personal Protective Equipment (PPE) required for site visits.
- All staff that have passed their probationary period are afforded private health care insurance to ensure they have access to the best available medical advice and services.
- We strive to provide an open environment and culture that recognises and is sympathetic to mental health and wellbeing issues.
- We have a dedicated HR team as well as qualified mental health first aiders within each office. We adopt an ‘open door’ policy so employees can feel comfortable in approaching peers and/or leaders with any matter they may wish to discuss.

- For those that would prefer objective, professional and confidential advice on any matters that may be affecting them, such as finances, health, family, housing matters or their wellbeing, we also provide free support/advice phone line through an Employee Assistance Programme.
- Thankfully, unused to date, but there to provide peace of mind, we also provide Life Assurance Cover to all staff that have passed their probation period.
- We will explore opportunities and costs for additional health cover/insurances for our staff but cannot commit to these until we can understand cost vs benefit. However, we will explore the following
 - Accident / inability to work insurance cover,
 - Dental insurance cover,
 - Family health insurance cover, etc.

Programme: Wellbeing and Health & Safety		KPI/Target
Ongoing	We will keep a record/list of all opportunities for improvement stemming from our internal and external ISO audits and identify and report as to how we have addressed those actions through ongoing QHSE committees and report back to EB and SFE on any improvements that we need to make to ensure the safety of all staff.	Maintain a low record of accidents
Ongoing	Ongoing HR Committees to report back to EB and SFE on any improvements that we need to make to ensure the wellbeing of all staff.	Maintain low levels of sickness and absence through sensitive support



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.

- We have begun to collate data from our staff and based on current responses (circa 90% of all staff have responded), we can confirm that 50% of our staff are female, 15% do not identify as White/British⁶ and 5% are LGBTQ+⁷. We will continue to monitor the profile of our staff and measure the extent to which we reflect the communities within which we work.
- We will become members of BAME in Property, an organisation promoting more ethnic diversity in the property and planning sectors’ and utilise their ‘jobs board’ for any Pegasus vacancies and access to educational workshops and networking events.
- We will continue to support and be informed by feedback from our Inclusive Culture Action Group (ICAG), which is made up of a range of staff, to ensure we are aware of and respectful to all in the day to day conduct of our business and as and when we review internal policies, procedures and best practice guidance.
- We will continue to ‘nurture diverse talent’ through our scheme targeted towards those colleagues that have specific challenges in their career pathway. For 2023/24 Financial Year, we have selected 7 staff who will undertake a program of mentoring and training. We will record outcomes and suggestions that could then aid all of our staff going forward. We will increase the number of staff selected for this programme by 1 addition each year up to a maximum of 15.
- Female representation within our fee earning teams is 43% compared to 86% in our administrative and Group support teams (based on 18th July 2023 figures). We will seek to achieve broad parity across all teams within the next 5 years with a particular focus on our Planning, Design & Architecture in terms of attracting more female staff and our Administrative/Group teams in terms of attracting more male staff.
- We are working hard to improve on results from our annual Gender Pay Audit, a matter which is being actively led by Nicky Parsons, Pegasus Group’s first female CEO. Like many professional service businesses, we still have lots of work to do.
- We are not as well represented by females in the upper middle quartile (38%) and upper quartile (33%) pay brackets of our business and a higher proportion of women are employed within the low middle quartile (53%) and lower quartile pay bracket (70%). Accordingly, our mean gender pay gap was 30% in 2023⁸. To further reduce our gender pay gap of the next 3 years (by 2026):
 - We have introduced specific pay-banding for all of our staff relevant to their job title and these are adhered to upon the appointment and promotion of all staff.
 - We will actively monitor and test all annual and mid-term pay-rises and promotions through the HR Committee and calculate the impact of annual promotions and pay rises on our Gender Pay Gap results and seek to achieve year on year improvements and aim for industry standard levels within 3 years (start of 2026).
 - Female leadership roles on the Executive Board will be increased with the aim to achieve parity overtime.
 - Further explore the cost barriers of becoming a Shareholder within Pegasus to ensure inclusion is not unduly prohibitive.

⁶Based on 2021 Census Data for England and Wales 82% of the population identify themselves as White British and
⁷Based on 2021 Census data for England and Wales 3.2% of the population identified as LGB+ and 7.5% did not answer the question relating to sexual orientation.
⁸Our mean gender pay gap was 35% in 2019 and has therefore reduced but there is more to do.

- We have improved our maternity cover so that it now provides 12 weeks full-time equivalent (FTE) pay to those with more than 2 years continuous service and 18 weeks FTE pay to those that have been with the business for 5 or more years to support those during this important time of their life and career. We will continue to benchmark ourselves against our competitors and ensure Pegasus Group rank positively and competitively.
- In 2022, we worked closely with the Royal Town Planning Institute on their pilot program ‘EXPLORE’ that seeks to positively encourage equality, diversity, and inclusion within the town planning profession. We engaged with a number of local schools and colleges and provided 2 work experience placements for young students from communities that are not as well represented within the industry. We will continue to explore more opportunities with the RTPI in the near future.

Programme: Diversity, Equality and Inclusion		KPI/Target
Q2 2023	SFE to agree to the following targets: • Year on year improvements on Gender Pay Gap and reach industry standard for architects and planners by start of 2026 and better industry standards thereafter. • We will benchmark our Gender Pay Gap performance against competitors within our sector and ONS industry standard data. • Increase the number of staff engaged on the ‘Nurturing Diverse Talent Programme’ by 1 each year up to a maximum of 15. • Target broad parity of female/male colleagues across all Pegasus teams in next 5 years	Nov 23 EB / Dec 23 SFE
Ongoing	HR Committee to review progress on each of the above objectives at each meeting and continue to monitor maternity pay policy and benchmark against competitors.	Year on Year improvements and targets as above.
Ongoing	HR Manager to report to EB and SFE on staff diversity and trends. Each year a report will be prepared to demonstrate how Pegasus Group compares to national diversity data.	
Q1/Q2 23/24	EB to ensure we are members of RTPI Inclusive Programme and Explore Programme for 2023/24 FY.	Appoint at least 5 candidates from colleges with the RTPI Explore programme support for work placements.
Ongoing	EB to ensure we are members of BAME in Property Network and attend associated events and record any outcomes/ actions.	Attend at least 1 event each year
Ongoing	All job advertisement roles to be made available on Pegasus Group Website, Linkedin + ensure specific groups such as BAME in Property.	Oct 23 SFE

CASE STUDY

Pegasus Group's Inclusive Culture Action Group.

In 2022 Pegasus Group committed to the development of our staff-led, Inclusive Culture Action Group (ICAG). An open invite was sent to all staff who would welcome the opportunity to advise the management board and raise awareness amongst the wider company on a range of matters that impact on our colleagues' working and home life.

ICAG's Mission is: To create an inclusive and diverse working culture by listening, understanding and representing all individuals.

The feedback received has been extremely positive and we are proud that the Group consists of a range of colleagues from different areas of expertise, office locations and backgrounds who have come together because they feel strongly about improving the workplace environment through better equity, diversity and inclusion for all.

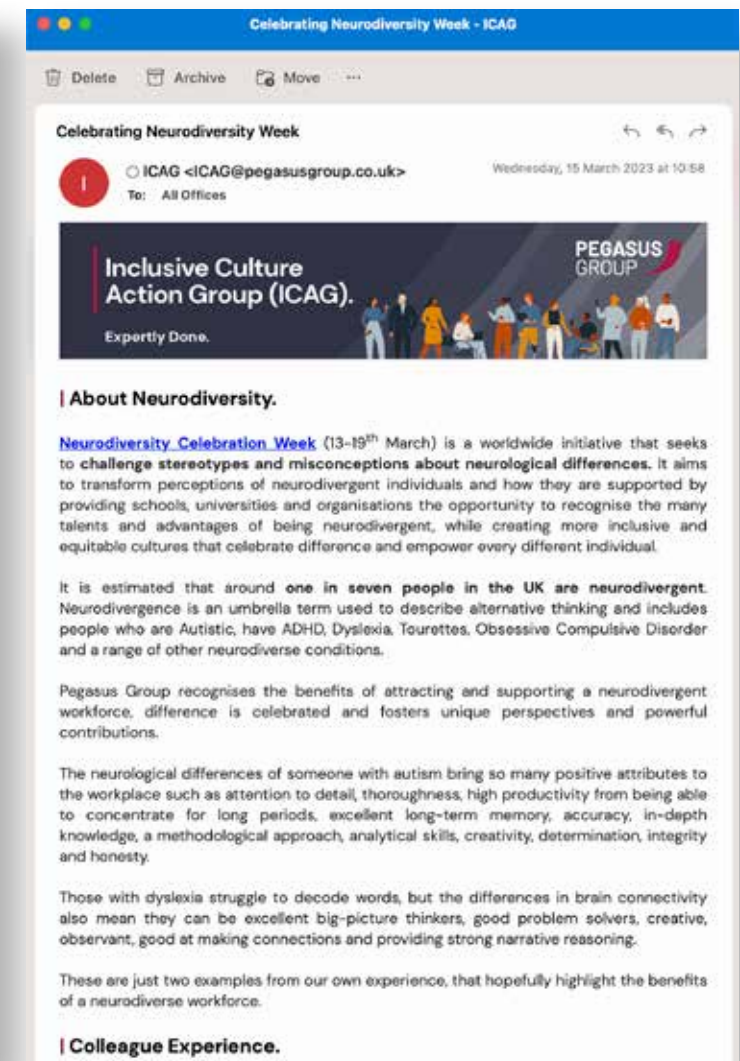
Since its conception, ICAG have provided our Board with invaluable input towards our internal policies and procedures on the following matters:

- Equity, Diversity and Inclusion Policy
- Paternity/Maternity/Shared Parental Leave Policy
- Email Signoff Policy and the use of pronouns
- Job Advertisements and Recruitment

ICAG have also issued company wide newsletters to raise awareness on the following matters:

- International Women's Day
- World Cancer Day
- Celebrating Ramadan
- Celebrating Neurodiversity Week.

The newsletters in relation to Celebrating Ramadan and Celebrating Neurodiversity are shown here as examples.



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.

- We afford all staff 2 days a year to undertake pro-bono professional work for a good cause and/ or participate in charity events. This time can be entered on Business Central Timesheets under Internal/Charity Pro-Bono so we can fully record the time our staff afford to such causes. Based on 400+ staff, this could theoretically equate to more than 5,600 hours per year if all staff participated.
- One of the 2 days is encouraged to go towards a Pegasus Team event to encourage team bonding and to strive for greater results and charitable donations. The other day is down to what each individual staff member feels to be most appropriate. For example, this could be a chartered town planner offering 7.5 hours towards Planning Aid (which provides free professional advice to those impacted by planning decisions and outcomes but do not necessarily have the means to fund/seek professional advice).
- Our staff put forward nominations for our annually named Pegasus charity. Funds are raised through the financial year through various events ranging from bake-off cake sales to charity runs & walks. We have now set targets for each office, which the Group will then match, and we will strive to donate more to charity year on year.
- We ensure work placement opportunities are made available to college students and university undergraduates who show an interest in the built and natural environment sectors within which we work.
- We offer apprentice schemes where these are available from the professional organisations that are represented within Pegasus Group, such as the Royal Town Planning Institute.
- Going forward, we will encourage and provide information and guidance to all our staff in terms of how they can give blood or plasma at locations near to their workplace and encourage them to do so if they are willing.
- We will also explore the opportunity to create a Pegasus Trust and the potential to direct a proportion of our annual profits to this each year, which we would then direct to charitable and community causes.

Pegasus Group Fundraising Events



Programme: Charitable Community Involvement		KPI/Target
June 24	Record and monitor charitable time afforded by all staff during 2023/24 financial year through Business Central Timesheets	+2,500 hours for 2023/24 and increase year on year.
June 25	Increase charitable time afforded by all staff during 2024/25 by at least 25% if less than 2,500 hours achieved in 2023/24.	+25% on last years figure or more if previous year was less than 2,500 hours.
June 26	All staff committed to doing 2 pro-bono days/ charitable time by June 2025 and seek to break this down into types of pro-bono/charitable work undertaken.	+5,600 hours.
Each FY	Record and monitor charitable donations from all Pegasus Group offices towards our annually nominated charity and seek year on year increases (group wide).	+£20,000 target for 2022/23 and increase year on year.
Q1/Q2 23/24	Aim to record and monitor charitable donations made by Pegasus Group towards charitable events organised by clients.	Explore scope of this at Q1 23/24 SFE
Q1/Q2 23/24	Explore Pegasus Trust options and scope to dedicate a proportion of profit each year to the trust.	Explore scope of this at Q1 23/24 SFE

CASE STUDY

Pegasus Group's Fundraising for Shelter

Fundraisers at Pegasus Group have reached the **£16,000** mark in an incredible team effort of bake offs, keep fit challenges and raffles. Despite Covid lockdowns and continued restrictions, Pegasus staff proved they were committed to raising as much money as possible for homeless charity Shelter by coming up with some creative initiatives.

Shelter was named Pegasus Charity of the Year in 2020, but when Covid curtailed so many fundraising plans they remained the chosen charity for 2021.

Shelter helps people struggling with bad housing or homelessness and offers advice, support, and legal services but relies on public support to raise funds, volunteer and take part in campaigns to help fix the root causes of the housing crisis.

Jim Tarzey, Pegasus Group's former CEO, said:

"We put a lot of thought into who we select as Charity of the Year, and a lot of effort into our fundraising activities. These were badly affected by Covid in 2020 which was disappointing for everyone, so it seemed only right to continue our efforts for Shelter for another year."

"As such, I'm absolutely delighted to reach £16,000, and thanks must go to our creative and determined staff for coming up with so many wonderful fundraising initiatives."

A spokesperson for Shelter said:

"A huge thank you to everyone at Pegasus for all your fundraising over the last couple of years, which is going to help us support anybody facing a housing emergency."

Among the activities were a Move+ember in the Newcastle office that saw the team cycle, walk, swim or run the equivalent mileage of travelling to each Pegasus office. They raised £1,110. In Manchester, Director Graham Lamb successfully challenged himself to run 5k a day for a whole year, raising £2,230. Across the Group, a number of staff took part in the Shelter 100 sit ups a day, while The Ivy donated a three-course dinner for two people at one of their venues which was raffled off and raised £599. Moreover, throughout the Christmas period, donations were invited on Christmas Jumper Day and many offices held bake offs and bake sales throughout the year.

Jim added:

"It is a real testament to everyone here at Pegasus that we have been able to raise such a sizeable sum despite the multiple covid restrictions."



Appendix C.

Governance and Leadership

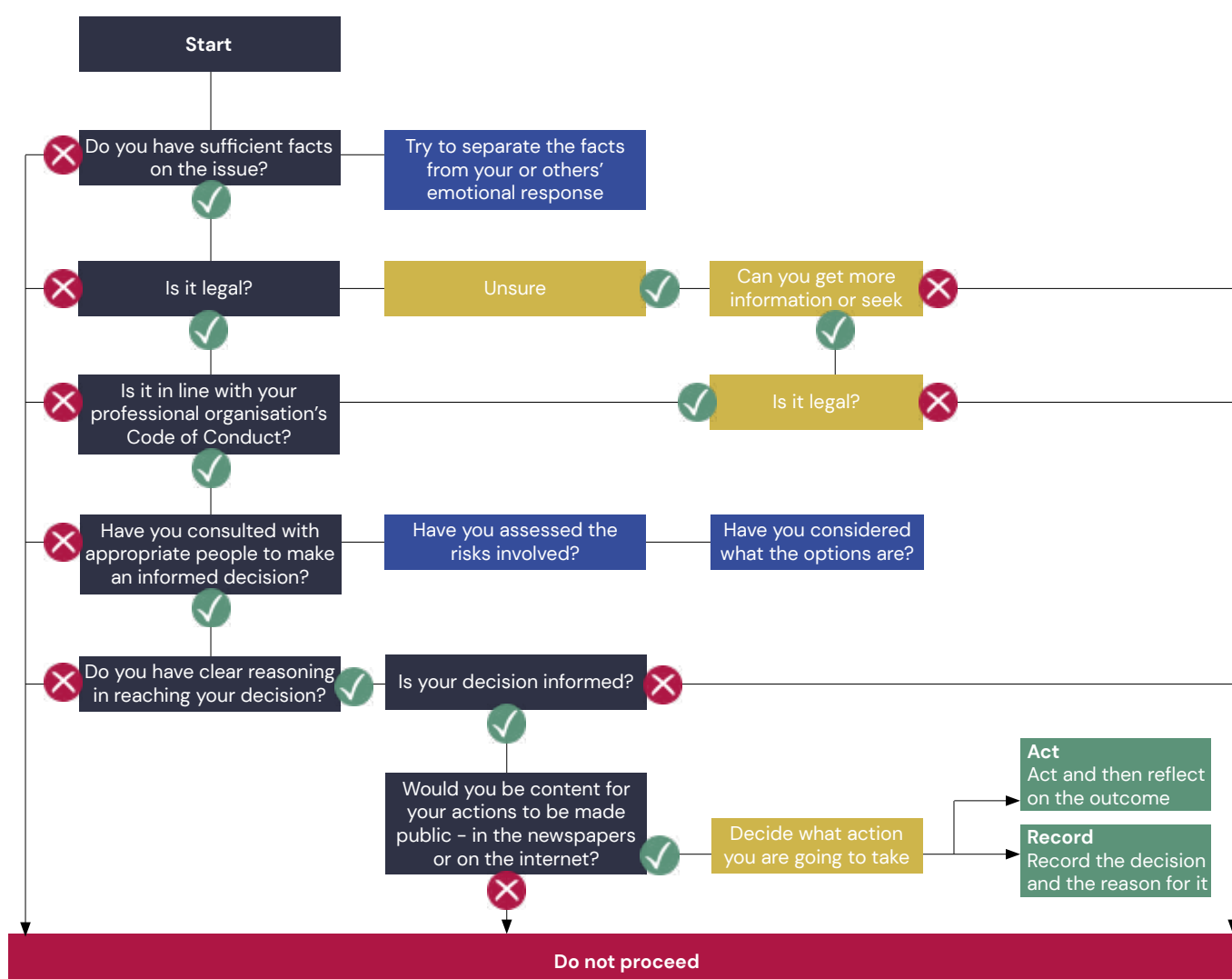
9. Business Conduct, Ethics and Integrity

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.

- Our leaders will always operate with an open-door policy and make themselves available for staff to talk to on an open and trustworthy basis, not just during annual reviews but on a continual basis, to ensure they get the guidance and support they require to undertake professional tasks appropriately.
- Private, personal, political or financial matters will not influence our professional judgements.
- We will consider developing our own Code of Conduct policy. In the meantime, all staff are expected to consider and follow the steps set out in Figure 9.1 when making key decisions.
- All of our professional staff will be expected to act in accordance with the code of conduct applied by their professional body (e.g. RTPI, RIBA, CILA, RICS, CIHT, CIFA, IHBC, etc) which will be made available on the Pegasus Intranet and updated as and when required.
- We will operate with integrity and apply Modern slavery statement, anti bribery & corruption policy, GDPR policy. All of our staff will be trained on these matters when joining Pegasus Group and will be updated on a regular basis. We will also consider the appointment of a compliance officer and/or consultant to advise the business on relevant legislation and procedures associated with these matters.
- We will regularly review all of our internal policies and procedures to best ensure that we act responsibly and with integrity and will liaise with our ICAG representatives accordingly.
- We will aim to have agreed frameworks in place with our largest clients and our operating systems will be adapted to ensure agreed terms and fees are in place for all projects before work can be commenced/charged to our clients.
- We will modify our working and invoicing procedures through Business Central to ensure that all necessary client information is correct and signed contracts are in place for all new projects where active instructions apply.
- We will continue to engage with our clients during and post completion of projects to ensure we gain valued feedback and so we can build on any particular successes and also iron out any issues and problems swiftly.
- We will regularly review our Professional Indemnity cover to ensure it is fitting for the scale and type of work we carry out.
- We will explore the suitability and need for a Client Relationship Management Software package with the aim to better track information on our various existing clients and suppliers and other relevant contacts/targets.

Programme: Business Conduct, Ethics and Integrity		KPI/Target
Q1 23/24	Business Central to be launched and data on the nos of signed contracts and HOTs to be monitored by the Finance Team and reported back to EB on a monthly basis	Annual increase in signed contracts / HOTs
Q2 23/24 (ongoing)	IT team to upload all professional Codes of Conduct to the Pegasus Intranet and professional body websites to be monitored by HR team on a bi-annual basis for any updates and to report to EB, AOE Meetings and Regional Meetings accordingly.	Dec 23
Ongoing	HR Team to ensure all required training sessions are undertaken and to report back to EB and Office Managers on a regular basis.	Reduction in number of staff with outstanding training courses.
Q3/Q4 23/24	HR Committee to review/refresh all internal policies and report back to EB/SFE with suggested changes/alterations.	Aim for Feb 24 SFE
Q3/Q4 23/24	HR Team with appointed ED to prepare a Pegasus Code of Conduct Policy	Aim for Feb 24 SFE
Q1 24/25	EB to consider and finalise a Pegasus Code of Conduct Policy with HR Team	Aim for July 24 EB
Ongoing	All teams to continue to gather client feedback as part of our current ISO requirements. Compliance team to keep a log of all comments.	+ve annual increase on +ve client feedback (ongoing).
2024/25	EB, IT Team and Marketing team to consider Client Management and Relationship once we are confident with the new Business Central System and prepare a report for SFE to consider if we have a need for a specific CRM software package.	TBC

Figure 9.1 – Decision Making Tree



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.

- We will continue to operate the business with a keen focus on the Group wide performance that embodies our collaborative approach to working across sectors, teams and offices.
- We will regularly report to the Executive Board and SFE on the financial status of the business.
- Following the launch of Business Central, we will seek to better understand what parts of our business are most profitable and where there is clear evidence of cross office collaboration taking place through new FEO reports.
- We will regularly report to the Executive Board and SFE on the environmental impact of the business (as per the requirements of Theme 2 – Net Zero Targets).
- We will prepare a Pegasus Group Annual Statement that not only reports on the financial performance of the company but also measures the impact of our business on the planet.
- We will ensure that all key decisions (e.g. new business structures, new office locations, acquisitions and the establishment of new Pegasus services, etc) are accompanied by 'triple line reporting' that identifies the social and environmental considerations and impacts, and the financial impact/risk to the business based on scenario/sensitivity testing.
- Members of the Executive Board and SFE will keep our office and sector leaders updated in terms of financial and environmental performance at Regional Meetings, Sector Meetings and more local office team meetings as and when appropriate.

Programme: Financial Leadership		KPI/Target
Q1 23/24	Business Central to be launched for the use of recording time, invoicing and other business functions.	July 23
Q2 23/24	FEO/CEO/DCEO to review the potential content/template for future FEO Reports prepared for EB and SFE purposes in the context of the new capabilities derived from Business Central.	FEO to report at a Group Meeting or EB in late 2023
Q4 23/24	Finalise content/template for FEO reports	Sign off at Q4 SFE 23/24
Q1 24/25	Produce Annual Statement reporting on financial, social and environmental impacts of the business for 2023/2024 FY.	Sign off at Q1 24/25 SFE with +ve increase in EBITDA and reduction in CO2 emissions
Q1 25/26	Produce Annual Statement reporting on financial, social and environmental impacts of the business for 2024/2025 FY.	Sign off at Q1 25/26 SFE with +ve increase in EBITDA and reduction in CO2 emissions
Q1 26/27	Produce Annual Statement reporting on financial, social and environmental impacts of the business for 2025/2026 FY.	Sign off at Q1 26/27 SFE with +ve increase in EBITDA and reduction in CO2 emissions

Governance and Leadership

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.

- We will continue to ensure that Innovation and Best Practice is raised at Regional, Area of Expertise and Sector meetings and now ensure that any recommendations are recorded and logged in one location. This is reported to EB to review and action accordingly.
- We will consider identifying a number of thought leaders for the business and advertise this internally and externally in an appropriate manner. Those leaders will be expected to keep abreast of advancements within their sector/area of expertise, attend and speak at events, disseminate the latest advice across Pegasus Group and advise on best practice.
- We will review the role and function of our Research and Development group and work towards:
 - Additional group wide co-ordination and additional resources for R&D to ensure all teams benefit from this.
 - A full review of the various subscriptions and professional packages we are signed up to ensure we are getting good value for money and genuine benefit from these resources.
 - A full refresh/update of our 'Expertise and Knowledge' resource on the Pegasus Intranet to ensure it is fit for purpose, provides links to relevant legislation and policies, is kept up to date, and provides a genuine benefit to our staff.
 - Expansion of our GIS function and utilisation of the skill set within this team to collate geographical data that will aid the business in a range of ways going forward. A GIS Business Strategy will be prepared accordingly.
 - Exploring the effectiveness and potential of AI in our business and develop an AI policy that ensures the highest professional standards and ethics are maintained.

Governance and Leadership

Programme: Thought Leadership, Innovation and Digitisation		KPI/Target
Ongoing	At each Regional and Sector based meeting, matters relating to Innovation and Best Practice should be discussed and reported back to EB to consider.	Ongoing
Q4 22/23	GIS Team to draft a business plan for the EB to consider.	Draft provided and discussed at Q4 22/23 EB/SFE Meeting
Q3 23/24	DCEO to work with the GIS team to determine final strategy and approach for EB/SFE to consider.	Finalise GIS Business Plan and strategy and implement thereafter.
Q3 23/24	EB/SFE to consider appointing another person to head up the R&D role within Pegasus and confirm what that role should fully entail (in line with or in addition to the items set out above).	Appoint R&D leader/head
Q4 23/24	EB to consider how we should advertise thought leadership internally and externally (i.e. should this include named people and applied titles such as Head of Design, Head of Planning, Head of Energy, etc or be developed in an alternative way) and report to SFE with suggested staff to fulfil the roles necessary.	Appoint/Identify thought leaders for each AOE and specialist service.
Ongoing	Publish a thought leadership piece on every Area of Expertise Across the business with assistance from Marketing team. Marketing to report on outcomes / engagement numbers to Exec Board.	ve increase the Nos of articles issued measured on an annual basis.
Q4 23/24	Develop an AI working group to report back to the new R&D head on initial thoughts, ideas and opportunities for the business.	Issue AI Report/Policy by July 2024
Ongoing	EB/SFE/HR Committee to identify and attract/develop new thought leaders to/within the business to positively contribute to our business plan.	Appoint 1 or more AD/D/SD each year in specialist area.
2025	Innovation and Best Practice logbook to be created by EB based on minutes from Regional, AoE and Sector based meetings and EB to review and action accordingly.	Ongoing review and to increase recommendations and ideas year on year.

Governance and Leadership

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.

- We will maintain a policy that allows for flexible home working but retains an expectation that 3 days a week (of a full working week) should be from within one of our office locations. We believe this is essential for effective collaboration across our teams.
- In order to promote sustainable travel to, from and between our offices, we will:
 - Inform staff of the journey miles between offices and CO2 emissions resulting from different modes of travel so as to inform choices made.
 - Initially review all office locations in terms of their accessibility by a range of public transport modes and consider the results as and when we need to review leases and/or consider moving an office location.
 - Survey our staff to understand and increase the proportion of our workforce regularly walking, cycling and catching public transport to our offices.
 - Prepare a Group Wide Travel Plan (and office specific Travel Plans where most needed).
 - Prepare Travel Plan monitoring reports on a bi-annual basis.
- Whilst recognising that a number of our offices need to offer a refreshed and modern working environment, we will ensure that this is undertaken in a sustainable manner and we explore opportunities to do the following and record any final outcome:
 - Firstly, re-use certain pieces of equipment within the office being refurbished,
 - Secondly, re-use of the equipment elsewhere across the Group,
 - Thirdly, offer the equipment to a local charity or other community group/organisation,
 - Fourthly, offer the equipment to a trades person,
 - Finally, dispose of the equipment in a sustainable manner (i.e. furniture recycling facility).
- All new and refurbished offices should accommodate the opportunity for online, teams-based working with sufficient meeting rooms and break out spaces to conduct work in a professional manner.
- We will complete a '3-year capacity and budget plan' for all offices so we can accurately evaluate:
 - the availability of space at existing office locations,
 - how much office space we will need going forward (based on utilisation patterns, our flexible working policy, potential booking procedures and what we expect to achieve in terms of growth), and
 - the potential impact on revenue and profitability assuming:
 - a) the existing office space is used at capacity, and
 - b) cost savings that could be achieved if we were to re-size an office.
- We will endeavour to ensure that all new and existing office locations are supported by extant Energy Performance Certificates, and we will work with landlords in advance of taking on or renewing leases to see what improvements could be made.

Governance and Leadership

Programme: Sustainable and Collaborative Workplace Environments		KPI/Target
Q2 23/24	Craig Rawlinson to present Pegasus Group Workplace Travel Plan paper to EB/SFE setting out potential scope and considerations.	Nov 23 EB / Dec 23 SFE
Q3 23/24	Publish CO2 emission calculations for journey between offices and make this available to all staff on the intranet.	Jan 24
Q4 23/24	HR and Transport Team to undertake staff survey associated with travel patterns and use of transport modes to inform Group Travel Plan objectives.	Complete surveys by June 2024
Q1 24/25	Finalise initial Group-wide Workplace Travel Plan and consider merit for individual office Travel Plans	Sign off May 24 SFE
Ongoing	Monitoring of staff travel patterns every 2 years to report back on progress made in promoting and take up of sustainable commuting modes / patterns	2026, 2028, 2030
Office Environment and Capacity		KPI/Target
Q2/3 23/24	Update position with Canwell / ABG move in terms of office fit, accessibility credentials of new location, energy performance certificate, etc	Dec 23 SFE or early 2024
Q2/3 23/24	Office lease renewal calendar / schedule to be prepared by Legals/Group and report to EB / SFE so it is clear when decisions will need to be made on office locations.	Dec 23 SFE or early 2024
Q2 23/24	ISO Manager to obtain Energy Performance Certificates for all existing offices and create a table to highlight where potential improvements could be made.	Dec 23 SFE
Q4 23/24	Office Capacity Plans for each office to be prepared and reported to EB with recommendations on appropriate strategy on making efficient use of space available and cost/energy reductions where possible.	June 24 EB
Ongoing	Annual Monitoring of recommendations set out in Office Capacity Plan Report	Report to SFE after each FY end.

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

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

Expertly Done.

DESIGN | ECONOMICS | ENVIRONMENT | HERITAGE | LAND & PROPERTY | PLANNING | TRANSPORT & INFRASTRUCTURE



All paper sourced from sustainably managed forests.

Pegasus Group is a trading name of Pegasus Planning Group Limited (07277000) registered in England and Wales
Registered Office: 33 Sheep Street, Cirencester, GL7 1RQ
We are ISO certified 9001, 14001, 45001



Pegasus_Group



@pegasusgroup



Pegasus_Group

PEGASUSGROUP.CO.UK