

Gender Pay Gap Report 2025.

April 2026



Since Pegasus Group was established in 2003, our company has grown to become a leading independent development consultancy with offices throughout the UK. Our expert teams solve problems for our clients across **planning, design, environment, heritage, economics, transport & infrastructure, building surveying and biodiversity**. It is something we are really proud of.

For many years our industry has been a male dominated environment, with more males than females in senior positions. Therefore, we are delighted that on the Gender Pay Gap reporting date on **4 April 2025**, our gender split was **49% female** and **51% male**, with our main board being **50% female**.



As the **Chief People Officer**, it is amazing to be part of a business that champions all colleagues no matter their background or gender. We look beyond this to see the person that supports Pegasus Group to be a thriving business and feel lucky to have them on the journey. As we continue to grow, we value what every individual adds, by bringing their whole self to work. As part of our all-colleague engagement survey **82%** of our colleagues agreed 'All things considered this is a Great Place to Work'. This was amazing to hear, but we want to ensure all our colleagues feel that way.

As Pegasus Group forges ahead, the message is clear, a sustainable and equitable business is not possible without an inclusive culture. We know we have a long way to go to encourage more females and people in minority groups to progress their careers, and transition into senior positions within Pegasus Group. Gender equality is part of a broader commitment to foster a fair and equitable working environment for all, with our Inclusive Culture champions working to raise awareness of diversity and inclusion through events and celebrations. Looking ahead, our focus is to ensure that we have the correct foundations in place so we can continue to attract and retain the best talent in our industry.

Kate Williams
Chief People Officer



I am very pleased to endorse our **Gender Pay Gap report for 2025** and see that, while there is still a way to go, we are making positive progress to fulfill our ambition to ultimately eliminate the gap. This reflects our commitment as an inclusive employer where we welcome all of our colleagues to come to work as themselves and we embrace the diversity of all of our people and the richness this adds to our business. We are delighted to have a business that reflects the society we are a part of and contributes to and we look forward to welcoming new colleagues as we work towards eliminating our Gender Pay Gap.

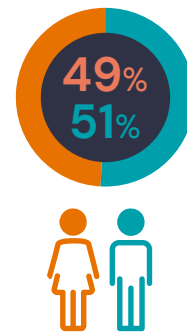
Douglas McCormick
Chief Executive Officer



About Pegasus Group

Pegasus Group is a leading independent multidisciplinary development consultancy that as of April 2025 employs **472 employees** offering industry-leading services in **15 locations across the UK**. Our expertise spans the entire development lifecycle, and our services include **planning, design, environment, heritage, economics, transport & infrastructure, building surveying and bio-diversity**.

The data presented for both the pay and bonus gap for Pegasus Group, was taken on **4 April 2025**. At that point in time, we employed a total of **472 colleagues**. As construction is historically a male dominated industry, we are extremely proud to **employ 231 females**, comprising **49%** of our employee base.

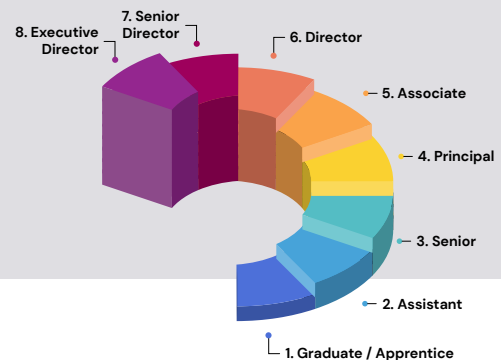


Number of males and females employed as of 4 April 2025

231 Females
241 Males

472 Total Headcount

We have **eight employee grade levels** within the business.



Pegasus Group comprises of **8 areas** of expertise, and group services, **across 15 Locations**, which can be seen on the map opposite.

EXPERTISE

- Design
- Economics
- Environment
- Heritage
- Planning
- Transport & Infrastructure
- Biodiversity & Ecology
- Building Surveying



OFFICE LOCATIONS

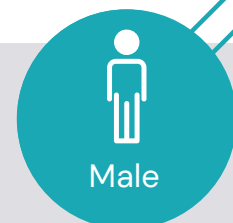
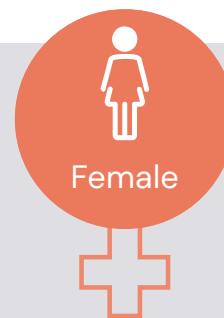
- 1. BIRMINGHAM
- 2. BRISTOL CENTRAL
- 3. BRISTOL NORTH
- 4. CAMBRIDGE
- 5. CIRENCESTER
- 6. EAST MIDLANDS
- 7. EDINBURGH
- 8. GLASGOW
- 9. LEEDS
- 10. LICHFIELD
- 11. LIVERPOOL
- 12. LONDON
- 13. MANCHESTER
- 14. NEWCASTLE
- 15. SOLENT

What is Gender Pay Gap

Gender pay gap is the measure of the difference between the average earnings of men and women across the whole of the business and not related to role, grade, service or experience. Disparity can occur, even in situations when men and women in comparable roles are equally paid. This is because gender pay gap reporting looks at the average of all men and women employed across the business.



Equal Pay is also reviewed at Pegasus Group and looks at the difference in earnings between **men** and **women** in the same role, grade, with the same experience.



The difference between mean and median pay gap

Both mean and median are used when looking at gender pay gap to provide a more representative view of typical pay.

Mean pay gap

The mean gender pay gap is the difference in the average hourly pay between men and women. The average hourly rate of pay is calculated by adding up all the hourly pay rates of every female colleague at Pegasus Group and dividing it by the total number of female colleagues.

The same is also calculated for male colleagues. Giving us the mean for males and females for comparison. The difference between the two provides the mean pay gap.

Median pay gap

The median pay gap takes the middle point of all the hourly rates of pay for females and compares this to the middle point of all males. The median provides a more equal spread of salaries as it is less skewed by high-earning individuals.

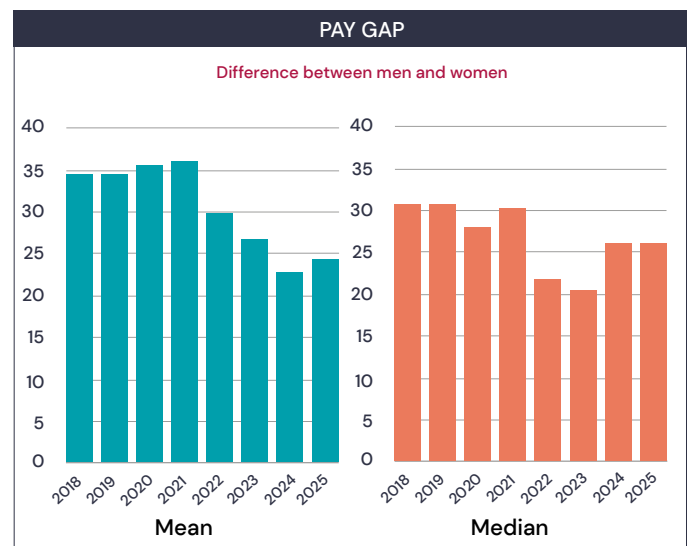


2025 Pay Gap

The data presented is for the 12 months to **4 April 2025** and shows the **pay and bonus gap** between **men and women**. Also included is the historic data since **2018** to show how we have **reduced the pay gap** since we started reporting.



In this year's pay gap analysis, we have seen an increase in the mean pay gap from **22.68%** in **2024** to **24%** in **2025**. This means that women are paid **24%** less than males when looking at the average hourly rates across all colleagues within the business. While we are pleased with the year-on-year progress, we know that there is still work to do, importantly increasing the number of females in senior positions in our business. – There has been a reduction in the median pay gap from **26.6%** in **2024** to **25.9%** in **2025**.

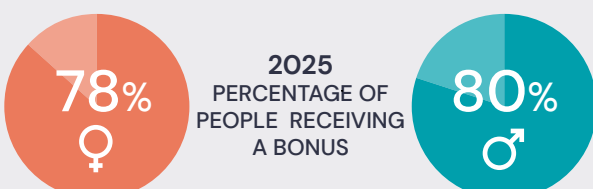
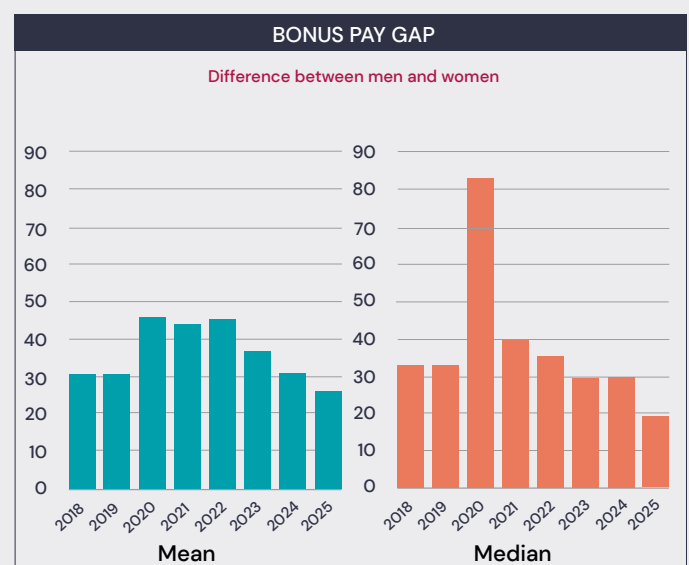


2025 Bonus Pay Gap

At Pegasus Group everyone employed during the relevant financial year, whatever their grade can earn a bonus which is based on a percentage of base salary. We were pleased to introduce a new Discretionary Bonus scheme in **April 2025** which will ensure we share the profits of the business more fairly over the coming years. The bonus percentages increase in more senior roles.

Our bonus pay gap is based on bonuses paid in the **12 months to 4 April 2025**.

Our mean bonus pay gap has reduced from **31%** in **2024** to **25.8%** in **2025** and the median has reduced from **29.95%** to **18.9%**

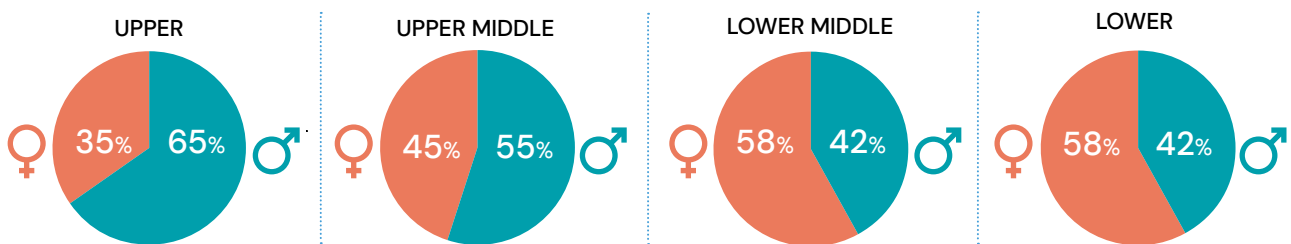


Pay Quartiles

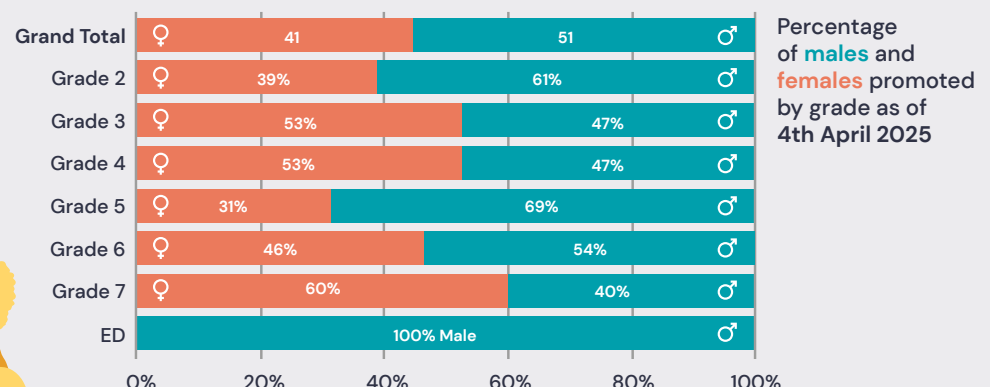
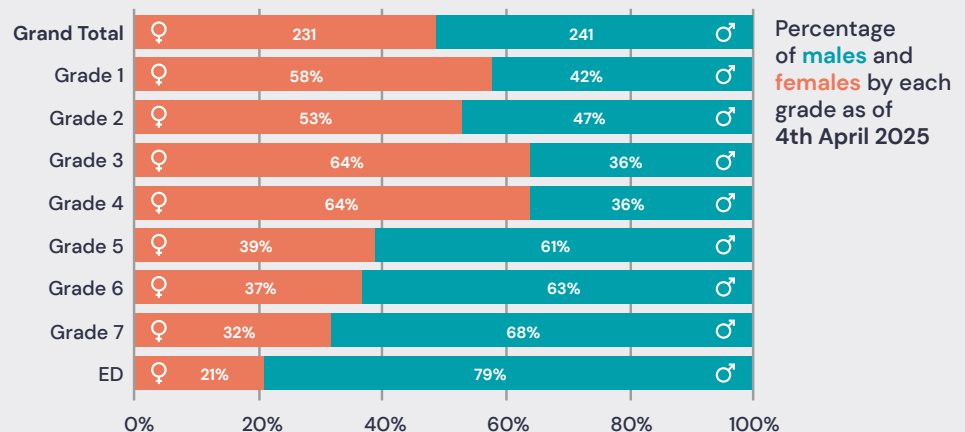
The following charts show the percentage of **men** and **women** in each of the four quartile pay bands as set out in the statutory reporting requirements.

Each chart shows the percentage of **males** and **females** in the **lower**, **lower middle**, **upper middle** and **upper quartile** within Pegasus Group. We monitor the number of **females** in each quartile and are pleased to see that there are now **8.65% more females in the upper quartile than our first report in 2018**.

PROPORTION OF MEN & WOMEN IN EACH PAY QUARTILE



In further analysis of the Pegasus Group gender splits, we have identified how we can support the progression of females into senior roles, as well as reviewing the number of males and females promoted into each grade within the reporting year.



Continuous improvement

In support of our business growth plans Pegasus Group Board is committed to the work being done on succession planning and equal opportunities for all colleagues. In **2026**, working closely with our **Inclusive Culture Action Group**, we will focus on the following as we continue our work to reduce our **Gender Pay Gap**:



- In **January 2026** we made improvements to Pegasus Family Friendly policies, with increases to maternity and paternity pay. From **1 April 2026** we have further significant increases which we hope will support colleagues during this important family time.
- We continue to operate our core hours working policy to support our colleagues juggling the demands of their career and home life, importantly ensuring they have the flexibility to balance work and home requirements.
- Continuous review and improvements to job adverts and candidate attraction process to ensure we are using gender neutral language that is inclusive to all.
- Continue to build an inclusive culture, through our new partnership with Inclusive Employers, creating a workplace with the foundations that enable all colleagues to thrive at Pegasus Group and take the next step in their career.
- Continuous review of our policies and process regarding the prevention of sexual harassment in the workplace
- Undertaking salary benchmarking to review salaries in line with our competitors and make adjustments to salaries where required.
- Focus on the attraction of our early career's colleagues. In previous years we have focused our attention on graduates. Now, as we look to **2026**, we are planning to create new opportunities for apprentices and work experience placements to grow our future talent pool. We are targeting, wherever possible, a **50/50** gender split in our early year's programmes.
- Using our Inclusive Culture network groups to positively contribute to women and allies at Pegasus Group, through our carers and Gender networks.
- Ensure effective two-way communication, to ensure we don't make assumptions about people as this mindset is likely to carry a bias. Instead, we listen to understand, learn and improve.
- Continuous review of information gathered from our colleague engagement survey to ensure all colleagues within the business are receiving the same positive experience during their careers with us, especially in areas such as career progression.

