



DEVONSHIRE
GROUP

IMPACT REPORT 2023/2024

FOREWORD

Welcome to the Devonshire Group’s Impact Report – an opportunity to demonstrate the group’s long term commitment to creating meaningful social, economic and environmental impact.

The Devonshire Group is committed to preserving, restoring and enhancing the heritage assets in its care for future generations, and to being a significant contributor to the economic, environmental and social wellbeing of its communities.

We see it as our purpose to deliver positive impact in everything we do. To benefit our heritage, our people and our shared future; and to connect people with inspiration, ideas and opportunity to help them thrive. This isn’t a new thing, but this is the first time we’ve brought together evidence and stories to illustrate the progress we’re making against our guiding social, economic and environmental impact goals, summarised in Our Commitment to our Shared Future: 10 Goals for 10 Years.

These goals were launched in 2019, and articulated our commitment to forging a prosperous, sustainable future for our communities, colleagues, visitors, suppliers and stakeholders. The first chapter sets out all ten goals, with updates on progress since inception, and over the last twelve months. The ten goals inspire important work beyond the goals themselves, and the later chapters take a deeper dive, sharing further evidence for, and insight into, our social, economic and environmental impact.

I hope that the stories we have included bring the evidence and statistics to life. A particular highlight for me in 2024 was the ‘Kids in Museums’ takeover at Chatsworth – the largest ever held in the UK – where we hosted over 600 pupils from Athelstan Primary School in Sheffield. Over the course of a week, the pupils had an opportunity to try real jobs including conservation, welcoming visitors and planting in the garden. Initiatives like this have been shown to raise awareness and aspirations among participants – in many cases whose horizons can be severely limited – and is a standout example of the impact Chatsworth House Trust can have beyond the ‘day job’ of heritage conservation and restoration.

The Devonshire Group depends on a dedicated and passionate team of colleagues and volunteers to deliver the 10 Goals for 10 Years, and I am incredibly grateful to all those who work year round, in collaboration and partnership with our local communities, makers, growers, suppliers, visitors and stakeholders, to achieve these stated aims.

Lord Burlington
Chair, Devonshire Group

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THE DEVONSHIRE GROUP

The Devonshire Group brings together the charities, businesses and estates in the care of the Devonshire family, including Chatsworth in Derbyshire, the Bolton Abbey Estate in North Yorkshire, the Lismore Estate in County Waterford, Ireland and the Compton Estate in Sussex. The group’s main enterprises span a range of industries, including visitor, retail, food and drink and accommodation businesses, residential and commercial property and property development, and sustainable forestry and farming. The organisation employs over 1,400 people in the UK and Ireland.

The Devonshire Group’s core purpose is based on the idea that our future is linked to our employees, volunteers, communities and visitors. When these groups thrive so does the group. This core purpose can be broken down into three areas:

- **To preserve, restore and enhance our heritage assets for future generations.**
- **To be a significant contributor to the economic, environmental and social wellbeing of our community and the communities around us, enhancing the lives of those who live and work on or around the estates and engaging those who visit these inspiring places.**
- **To be seen as a leader, nationally and internationally, in the way we go about what we do, look after our people and our visitors and contribute to our local communities.**

INTRODUCTION

Our 10 Goals for 10 Years demonstrate our commitment to the economic, environmental and social wellbeing of those around us. Since their launch in 2019, significant progress has been made and chapter one contains updates on each goal, and developments to date.

A number of our goals focus on delivering social benefit, specifically around improving the quality of life and wellbeing of our local communities, being an excellent employer and creating workplace opportunities, and delighting visitors to our estates. That being said, an enormous amount of work goes on which isn't captured in these updates. As a result, in chapter two we've pulled together case studies from across the organisation which provide a more holistic view of our social impact.

We have measured and reported on our economic impact for a number of years. Chapter three contains our latest updates for 2022/23 and 2023/24, a period of instability and volatility in the financial markets. Despite this economic backdrop, we saw modest increases in the Devonshire Group's economic impact, as measured by Gross Value Added (GVA) and employment, and we remain committed to doubling the benefit to local economies.

In terms of our environmental benefit, colleagues from across the organisation have come together to help shape our response to the threat of climate change, building on previous work to decarbonise and future-proof our operations. Chapter four shines a spotlight on this work, outlining what a Net Zero target means in practice, and detailing our targets and progress made against these goals.

Countless colleagues and volunteers have contributed to this report, and the progress detailed within it. It shows that when we come together, and work in partnership with those around us, we can have a meaningful and positive impact.

In preparing this report, we heard of stories and case studies from every corner of the organisation, and there simply isn't space to include them all. This report certainly won't be the last, and we look forward to sharing further examples as this work continues to progress in years to come.

Andrew Lavery
Chief Financial Officer

Tom Hendry
Head of Sustainability

OUR IMPACT AT A GLANCE: 2024 IN NUMBERS

£8.6m

Spend on repair and conservation of heritage structures and landscapes

474 tCO₂e

Emissions saving from property and vehicles (13%)

£496,010

Donated to causes in our local communities

£20,000

Raised by Chatsworth House Trust to subsidise travel for local school and community groups

3

The highest accreditation level achieved to become a Disability Confident Leader in employment

1

Construction Skills Hub launched, to help 5,000 local students gain construction related skills

749

FTE employees in Derbyshire, Yorkshire and Ireland

69

Work experience placements, traineeships and apprenticeships

17,106 tCO₂

Sequestered within Chatsworth, Bolton Abbey and Lismore woodlands

9,000+

Visits supported through the provision of Universal Credit tickets

£22m

Spent with local suppliers

14,000

Local schoolchildren participated in creative workshops and learning events

£231m

Total Economic Impact

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INTRODUCTION: 10 GOALS FOR 10 YEARS

In 2019 we launched our 10 Goals for 10 Years, bringing our core purpose to life and demonstrating our ongoing commitment to a prosperous, sustainable future for our communities, colleagues, visitors, suppliers and other local stakeholders. In doing so, our 10 Goals reveal the varied and interconnected ways in which our operations deliver social, economic and environmental benefits.



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Goal 1

Enable the creation of 1,000 jobs for local people and 1,000 homes for local families

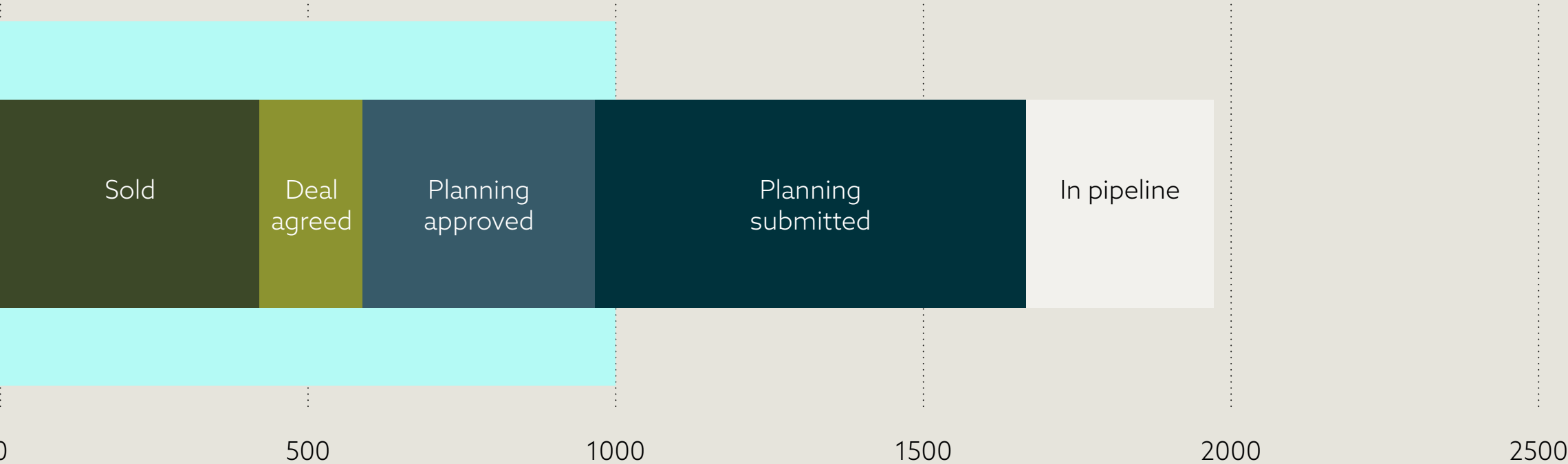
Since 2019/20, the total number of FTE (full time equivalent) jobs within the Devonshire Group has increased to 749, an increase of 11%. 94% of these colleagues live locally, within 30 miles of their place of work.

The group also supports job creation beyond direct employment, through our development work with key partners. Our joint venture scheme with HBD at Markham Vale North in Derbyshire will create over 700,000 sq. feet of employment space and 800 new jobs.

And our first phase of work at Hartington Business Park, a collection of newly built industrial warehouses in Staveley, Chesterfield, has been fully let since April 2023, supporting five small businesses. The Staveley site forms part of a designated investment zone, established to promote advanced manufacturing and green technologies.

Also in train are a number of projects to deliver 600 new homes in Derbyshire and Yorkshire. Our flagship development at Mastin Moor in Chesterfield is on track to deliver 650 homes when complete, as well as 47 acres of public open space containing 4,221 new trees, 11 acres of new grasslands and 1.3km of multi-user paths, to make this a thriving community for local families.

Number of homes delivered: 2019-2024 (Target 1000)



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Goal 2

Double our organisations' benefit to local economies

The contribution of the Devonshire Group to the UK economy is measured using the metric of Gross Value Added (GVA), defined as profit before tax, interest, depreciation and wages.

The Devonshire Group generated £208 million GVA in 2022/23, increasing to £231 million GVA in 2023/24, of which £163 million was local, meaning it was generated within 30 miles of our sites of operation in Derbyshire and Yorkshire. Compared to our baseline year of 2019/20, this represents a 13% uplift in local economic impact.

This positive impact on local economies is testament to the cumulative effort of all colleagues across the group, who work hard to maintain quality and outstanding value for money in a changing economic context.

Our full economic impact assessment can be found in **Chapter Three**.



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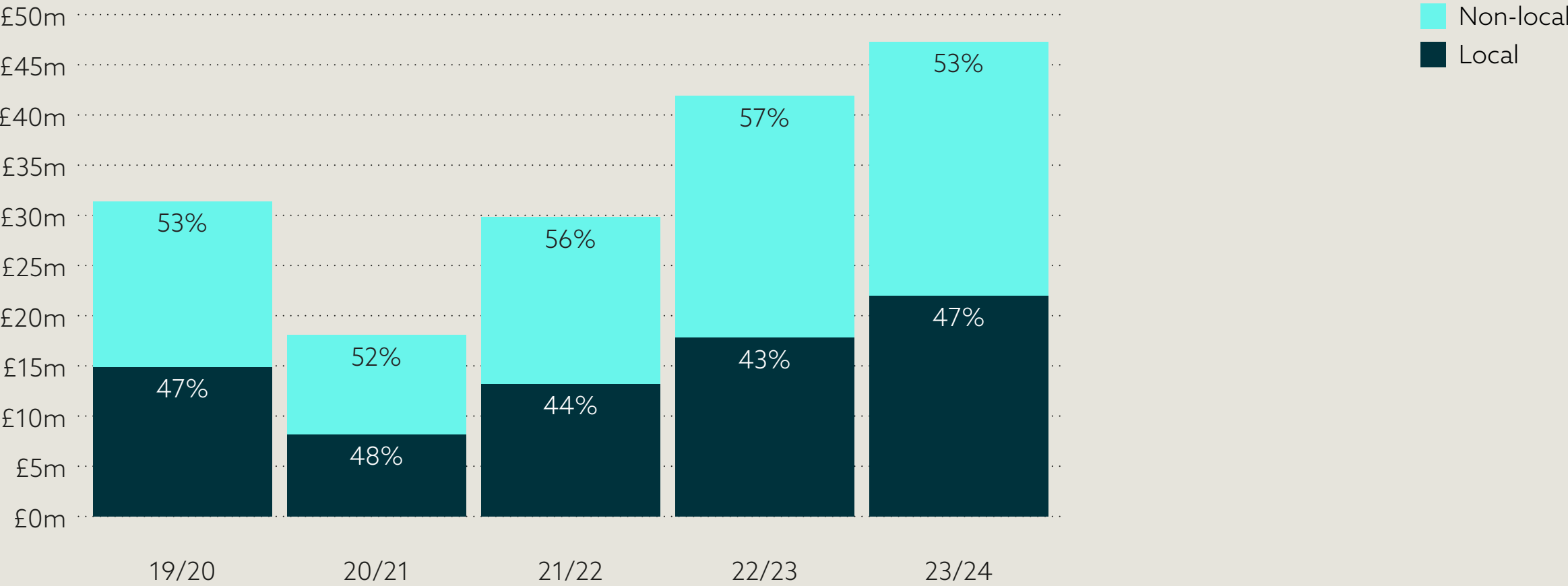
Goal 3

Buy at least 50% of our supplies and services locally

We aim to buy at least 50% of our supplies and services from within a 30 mile radius. To measure this impact, we conduct a comprehensive supply chain analysis each year. By looking at the amount of money spent with each supplier alongside their distance from our sites, we can calculate the spend within our local economy. In 2023/24 we spent £22m (47% of total spend) within 30 miles, which is a 47% increase on the baseline year.

Colleagues across the organisation continue to seek opportunities to work with local businesses and artisans. At Chatsworth, our retail team in the Stables hosts Peak District Artisans each spring. Many of these local makers now supply our shops year round, and sales of locally sourced products have grown 83% over the last three years.

Spend with local suppliers (<30 miles by road)



Goal 4

Invest £50m in our heritage properties and landscapes

Over ten years, the Devonshire Group’s target is to invest £50m in its heritage properties and landscapes, specifically in their repair, restoration and improvement. Over the past five years, the group has invested £32.5m, helping to secure the future of our natural and built heritage

In 2023/24 we spent £8.6m repairing and restoring Devonshire Group properties and landscapes: £2.1m in Yorkshire, £2.7m in Derbyshire, and £3.8m by Chatsworth House Trust.

Chatsworth House Trust is the registered charity established in 1981 to look after the house, collections,

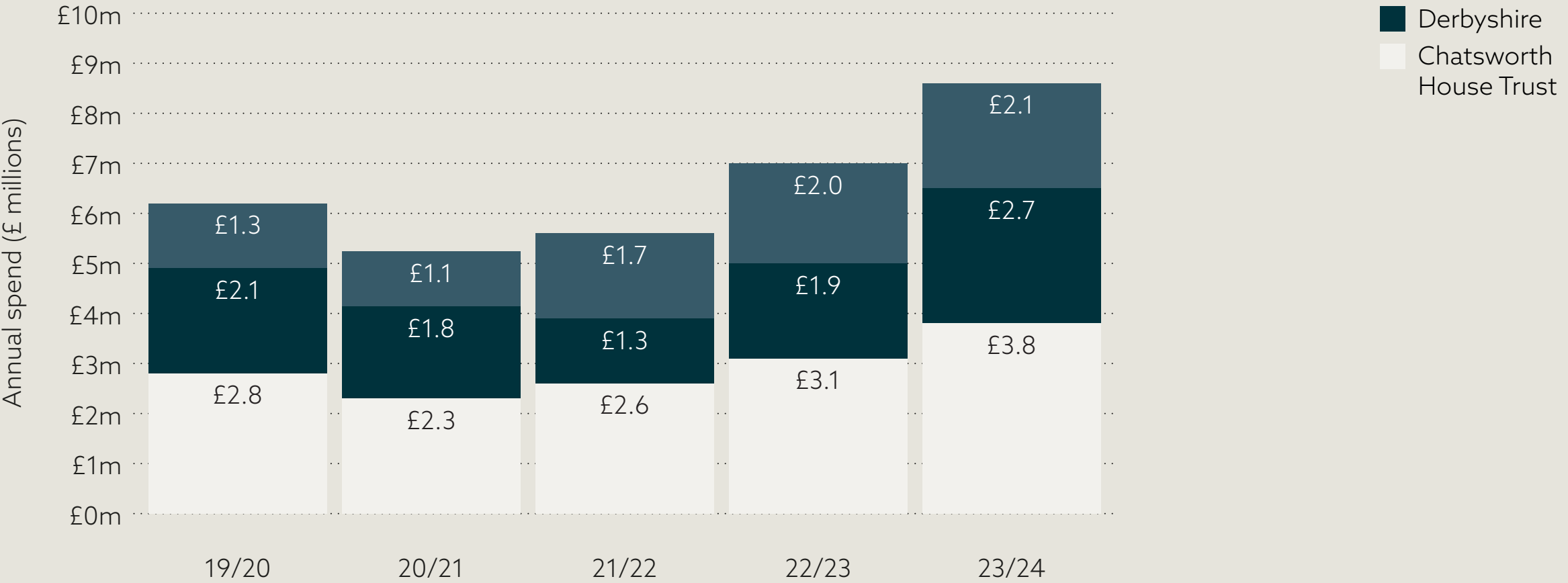
garden, woodlands and park for the benefit of everyone. Every penny of visitor admission, gift aid, donations and membership income goes directly to the Trust to fund conservation, learning, outreach and creative programmes.

Repairs funded and overseen by the charity in 2024 include the restoration of the glasshouse in the kitchen garden and repairs to the Swiss Lake embankment. A 12 month project is also underway to restore the west entrance to the Stables, reroofing the distinctive clock tower and renovating the building’s exterior masonry.

At Bolton Abbey, we restored the historic stepping stones across the River Wharfe following storm damage.

In our next update to the 10 Goals, we will report on Chatsworth House Trust’s major restoration project to preserve and safeguard the Cascade for future generations.

Annual spend on repair and restoration



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Goal 5

Enable every child in local schools to experience our estates as part of their primary education

We are committed to making heritage and landscapes accessible to all, and creating opportunities for local schools and community groups to experience the special places within our care. We actively engage with communities local to our estates, breaking down barriers and opening up opportunities that might not otherwise be available.

More information on our work with local schools is included in **Chapter Two**.

THE YEAR IN NUMBERS

CHATSWORTH

In 2024, Chatsworth House Trust welcomed 10,029 pupils from 341 different school and educational groups. Primary schools make up the majority of groups (39%) and there was an increase in special educational needs groups which made up 7% of the total.

BOLTON ABBEY

3,154 pupils from 62 schools took part in learning workshops in 2024, with workshops around rivers, the water cycle and climate.

LISMORE

In total, 655 pupils and students from 23 different schools and educational groups participated in learning and engagement.



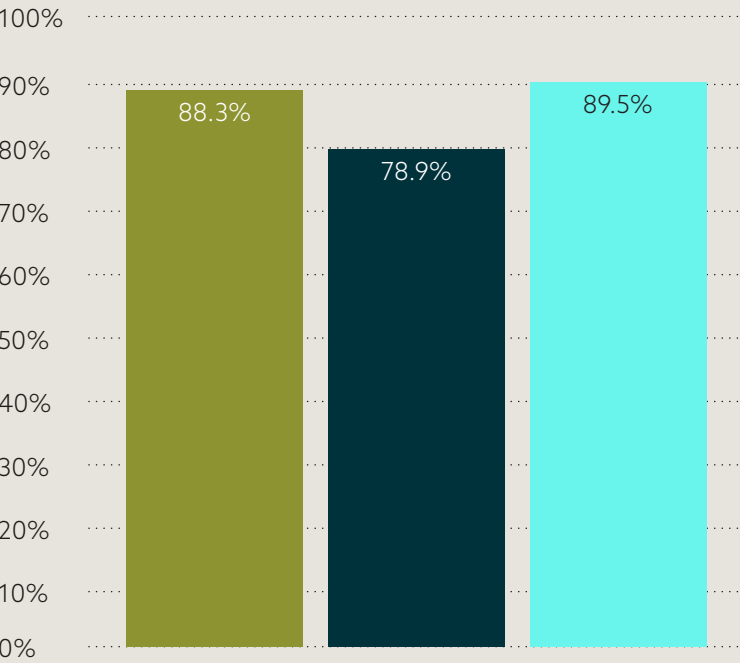
Goal 6

Achieve excellence in our visitor feedback scores, by scoring 90%+ for value for money, overall enjoyment and likelihood to recommend

We are conscientious about surveying our visitors throughout the year. Understanding what they seek from a visit or stay, knowing what they thought of their experience, and gathering feedback about what they would like from us in the future allows us to make informed decisions for the long term.

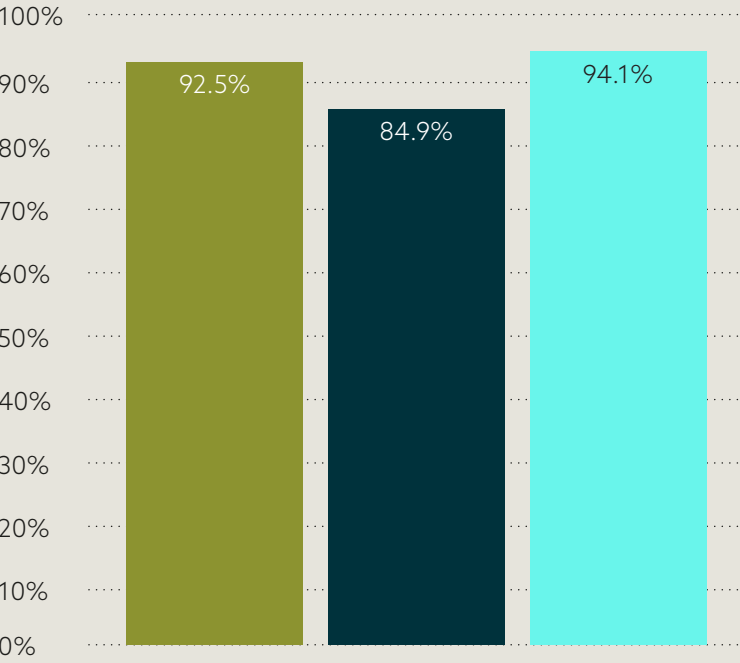
We regularly measure KPIs of enjoyment, value for money and likelihood to recommend, and aim to achieve scores of over 90%. Results from our 2024 visitor surveys are below.

Chatsworth

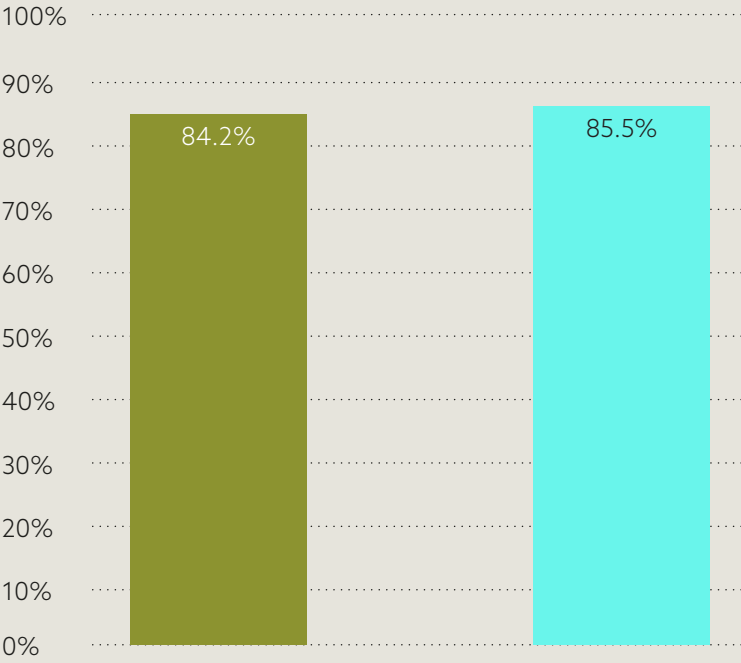


Overall enjoyment
Value for money
Likelihood to recommend

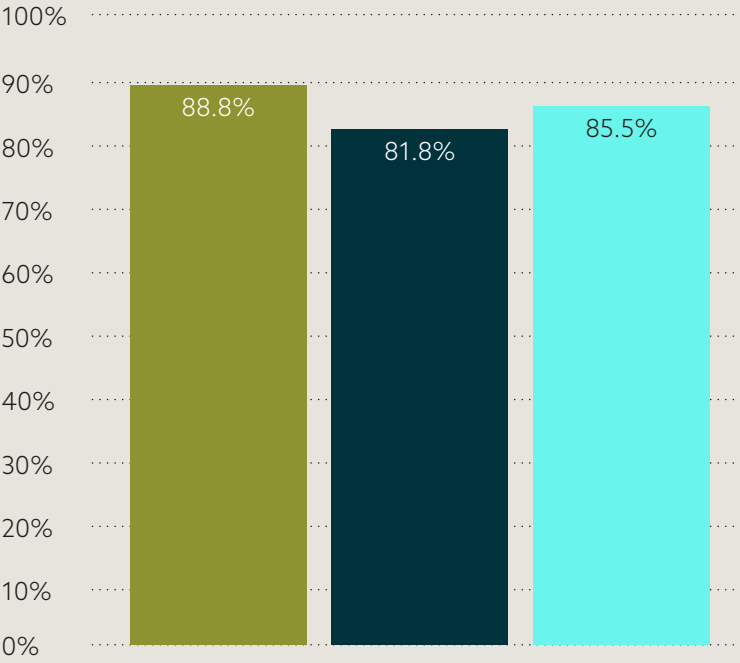
Bolton Abbey



Peak Village



Hotels and holiday cottages



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Goal 7

Achieve scores of 80%+ for all measures of satisfaction and engagement in our colleague and volunteer survey

We regularly invite our colleagues and volunteers to participate in a group-wide engagement survey. For the last three years our response rate has been healthy (rising as high as 70%), and our engagement and satisfaction scores have seen steady improvement.

This is partly due to our focus on colleague wellbeing, which is hugely important to us. Across the group we offer a range of initiatives including subsidised sports massage, free fitness classes, and webinars and workshops on topics important to our workforce, all promoted in a monthly wellness calendar.



We also provide more specialist support through high quality employee assistance programmes. All colleagues have access to Six MHA, who offer support and information on mental health and addiction. Financial wellbeing is also crucial to individuals' happiness and productivity, and colleagues can access tools and resources through our specialist provider, Lifetime.

In 2024 we invested in two new internal systems for colleagues to simplify HR administrative processes and improve internal communication. Our new HR system streamlines access to rotas, payslips and personal information. Our new internal communications tool, Blink, is an intuitive and secure app-based tool that facilitates the sharing of news, events and information group wide, one-to-one and via collaborative teams.



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Goal 8

Take on 250 trainees, apprentices and paid graduates, and enable 250 pre-GCSE work experience placements

Across the Devonshire Group, we continue to offer a range of opportunities to gain meaningful experience within the workplace.

In 2024 we hosted 54 work experience placements, provided 12 traineeships and graduate placements, and welcomed three apprentices.



During the autumn term of 2024, the landscape team at Chatsworth hosted a team of three students with special educational needs from Freeman College in Sheffield for weekly work experience. Accompanied by a member of college staff, the group helped with tasks including path building and rhododendron clearing. The placement was a success for all involved.

Since 2019, we have hosted 142 work experience placements and provided 95 traineeships, apprenticeships and other positions for young people.

Further information can be found in **Chapter Two**.



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Goal 9
Reduce our impact on
the environment

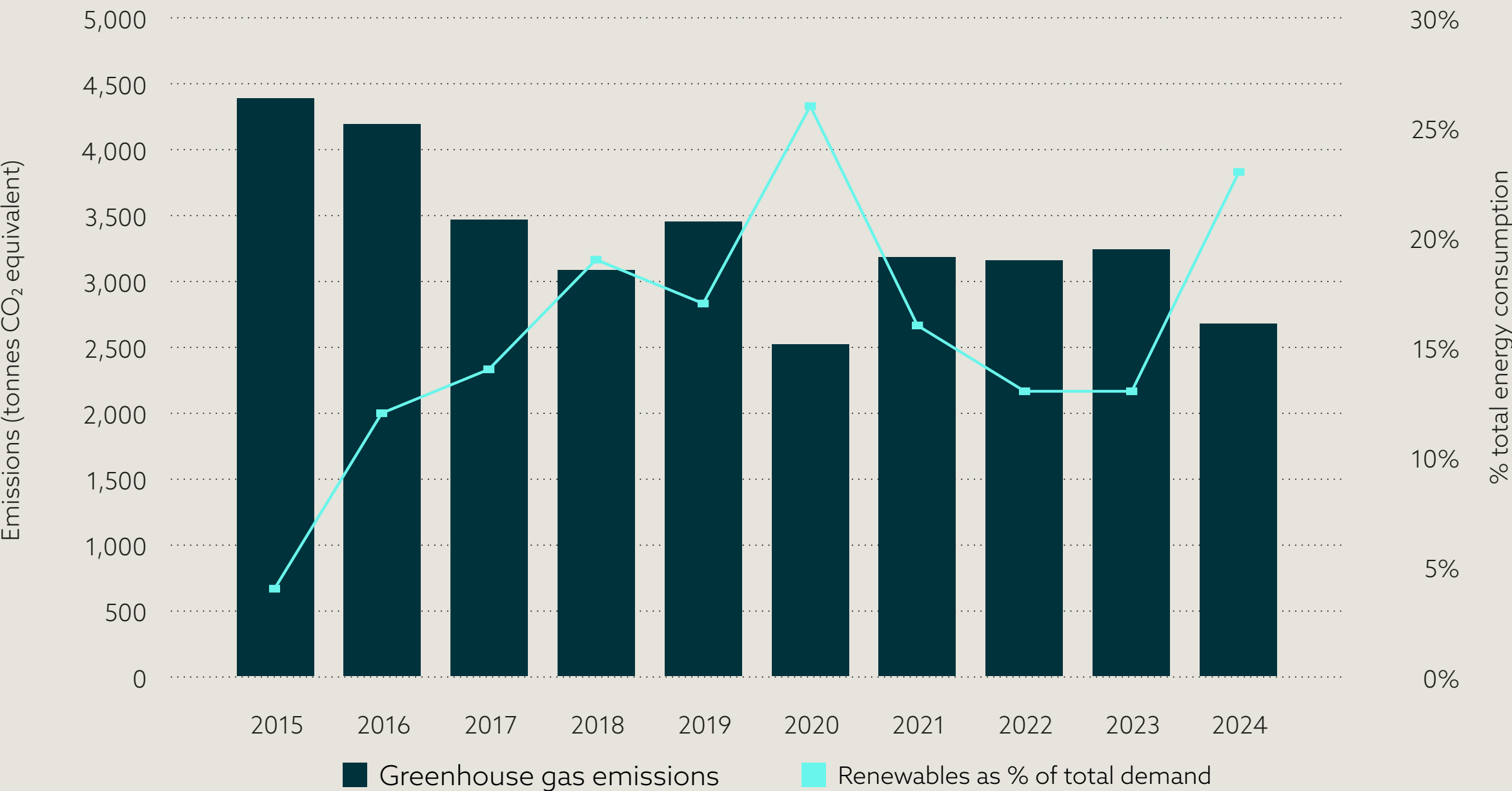
We published our first Environmental Policy Statement in 2011, recognising our commitment to reduce our impact on the environment. Eight years later, the 10 Goals for 10 Years document focused our attention on our most significant environmental impacts: emissions from owned and managed property and the way we treat our waste.

We have been measuring and reducing emissions from in-hand property since 2013, and the trend over the last decade has been positive. Thanks to investments in renewables and energy efficiency initiatives, property-related emissions have fallen 39% since 2015.

We have since broadened the scope of our decarbonisation work, to develop and integrate long term decarbonisation plans. This strategy also includes indirect emissions from tenant activities, visitor transport and procurement.

More detail on our strategy for reaching Net Zero can be found in **Chapter Four**.

In-hand property emissions and % of renewable generation



Goal 10

Improve the quality of life and wellbeing of our local communities

There are three main elements that make up this goal:

- Providing green spaces everyone can access, while making space for nature;
- Minimising congestion and supporting access to those green spaces by bus or bike;
- Increasing our support and charitable contributions within our communities.

For generations, colleagues across the organisation have worked hard to care for our landscapes, sensitively managing the land and helping communities and visitors experience nature. Work is currently underway to improve our understanding of natural capital on our estates, to increase the social, economic and environmental benefits they deliver, and we look forward to sharing progress in due course.

Carefully managed by a team of gamekeepers, the 13,500 acres of moorlands at Bolton Abbey support an uncommonly stable population of breeding curlew and other endangered wading birds. 2024 saw a sell-out series of educational curlew safaris: guided tours of the moors and the species that call them home. Led by the gamekeepers, visitors have the chance to spot curlews alongside other moorland species such as lapwings, golden plover, merlins and red kites.

At Careysville, around 10 acres of land is being transformed into a wildflower meadow to increase biodiversity and benefit wildlife. Yellow rattle, a semi-parasitic plant that feeds off nearby grasses, is being used to suppress dominant grasses and allow wildflowers to flourish, including cuckooflower, meadow vetchling, red clover and meadow buttercup.

At Chatsworth, the 1,000-acre parkland and 400-acre medieval Stand Wood are looked after by a landscape team comprising both colleagues and volunteers. They deliver essential hands-on conservation activities, and maintain and improve public access. In 2024, they helped revitalise habitats around the Ring Pond, clearing ground vegetation and creating dead hedges. Within weeks the dead hedges were home to a pair of wrens and their emerging brood.

A new cycle link on the Derbyshire estate is in development, connecting the Monsal Trail at Hassop with Pilsley. It is hoped that the new route, which takes users off busy roads, will encourage more cyclists to enjoy both the estate and the wider Peak District.

The Devonshire Group supports a large number of charitable organisations and community groups.

Chatsworth House Trust, as part of its charitable purpose and commitment to widen access, raises money to offer travel and access subsidies for groups that require financial assistance to visit (e.g. school groups), and in 2024 made over 9,000 tickets available to those on Universal Credit and other benefits (see pp.26-27).

It also hosts third party charity events for charitable organisations with aligned objectives. The scope of these events is broad, from concerts in the Painted Hall to clay shooting and fun runs in the park. In 2024 events hosted at Chatsworth raised £333,269 for charitable organisations.

The Duke of Devonshire’s Charitable Trust is a separate family grant-giving charity. In 2024 it donated more than £300,000 to community and charitable organisations in Derbyshire, Yorkshire, Ireland, Eastbourne and the rest of the UK.

Between 2019 and 2024, the total value of charitable giving across the group was £2,160,537, £496,010 of which was given in 2024.

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INTRODUCTION: SOCIAL IMPACT

Social Impact is a relatively new field; it considers the external environment in which a business operates, and how its actions can have an impact on the people it engages with.

At the Devonshire Group, we aspire to connect those in all our communities – whether local people and learners, colleagues or visitors – with ideas, experiences and opportunities to help them thrive, for the benefit of our shared future.

In this chapter, we share some examples of our recent work with local schools; colleagues with diverse backgrounds and needs; and those with access concerns who might not have previously thought of our estates as places for them.



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LOCAL COMMUNITIES

Learning is at the heart of everything we do, and we are exceptionally proud of the efforts of colleagues and volunteers in creating meaningful opportunities for lifelong learning. Examples can be found in all parts of the organisation, and we're proud to share some below.



Case Study

The biggest ever primary school takeover with Kids in Museums – Chatsworth House Trust

In June 2024 Chatsworth House Trust ran a week long partnership with Athelstan Primary School and Kids in Museums called Takeover Week. Over 600 children took part, working with 59 staff and volunteers across the organisation, the largest ever takeover in Kids in Museums’ history. Takeover Day was established in 2010 and one of our motivations for taking part was the chance to embed the school pupils, teachers and community in the life of our organisation – offering much more than a school visit.

The children worked with seven different teams and took part in workshops and activities including welcoming visitors, conservation in the house and planting a new tropical garden. Surveys were conducted with the pupils and teachers throughout the week to assess enjoyment, anxiety and confidence levels. 87% of children expressed a desire to visit Chatsworth again and there was a 46% decrease in children who felt worried or anxious about visiting Chatsworth.

“This [Takeover] has been a totally new and exciting experience for the children. Seeing their faces has made my day. We believe experiences like this shape their lives and open up new avenues, showing them jobs they can consider for their future.”

Dave Shaw, Headteacher

Our inaugural takeover was so successful that we have committed to two more over two years, with two new school partners. The theme for 2025 is Careers, and we’re considering how to bring a multitude of career paths to life for students across a range of experiences.

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Case Study

Improving access to art and culture for local schools – Lismore Castle Arts

After speaking with local teachers and families, Lismore Castle Arts identified a need for local children to have better access to art and culture. The initial concept was based on the ‘My Primary School at the Museum’ model and collaborative planning between teachers from five primary schools, the Creative Cluster co-ordinator and Lismore Castle Arts’ Art Engagement Facilitator resulted in a successful application for Creative Cluster funding from the Irish Department of Education.

The core aims and values for our Creative Cluster Primary School Programme titled ‘Mé Féin agus na Crainn, (Myself and the Trees)’ are:

- **Inclusive art:** inspiring every child to gain art appreciation and skills by experiencing art in the stimulating and resource-rich environment of Lismore Castle Arts.
- **Connect with nature:** experience outdoor learning, increase knowledge of ecology and improve wellbeing in Lismore Castle Gardens.
- **Cultural participation:** to develop children’s sense of ownership of cultural spaces and understanding of artists’ work through familiarity with Lismore Castle Arts.
- **Children’s voice:** pupils of all ages are given a voice from the planning stage to their participation in the project and their reflections at the end of the project.

Over two years 260 children participated directly in 63 art workshops and visits as well as creating lanterns for the Towers and Tales literary festival. The children’s ideas and suggestions were at the forefront as the programme progressed giving them a strong sense of participation in the whole project. Their responses indicated they developed critical thinking skills and an ability and willingness to communicate what they had learned.

- 79% participants said the project made them feel more connected to nature.
- 76% participants said the project improved their artistic skills.

Testimonials from some of the children

“Thank you so much. If it wasn’t for the experience I would not have gotten to see all the great art and plants. The castle was a great thing to see. My favourite thing was the weaving. Thank you for this experience.”

(Age 11)

“I really enjoyed the Mé Féin agus na Crainn art experience. It has been very amazing and interesting since I have never been to Lismore Castle before now. I loved the opera and the light show (Lantern Parade). I loved the eye art in the gallery and also putting leaves and plants on the rope. Thank you so much for everything.”

(Age 12)

The Creative Cluster programme is very much aligned with the group’s goals enabling children from local schools to experience art as part of their primary education as well as improving their wellbeing through continued access to the Castle gardens. The project created strong and continuous connections between local primary schools and there are now annual plans for two schools including art workshops, film screenings and visits to the gallery, gardens and castle.

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Case Study

Supporting students with special educational needs and disabilities at Bolton Abbey

For the last eight years, Bolton Abbey has offered complimentary season ticket access for pupils at Brooklands School in Skipton. The specialist school provides high quality education for pupils with a wide range of complex needs.

The school visits 5-10 times a year, bringing small groups of children each time. Many of the pupils have profound and multiple learning difficulties so access to the Riverside Car Park and Strid Wood helps provide not only learning experiences but also benefits to mental and physical health.



Case Study

New Kids on the Bog – Bolton Abbey

Working alongside the Yorkshire Peat Partnership and North Yorkshire Council, we have recently started welcoming local school children to Bolton Abbey's moorland as part of an educational initiative focused on peatland conservation. Through hands-on fieldwork, students are learning about the vital role that peat bogs play in supporting biodiversity and contributing to climate resilience.

Using 'rust rods' and vegetation surveys, the students helped gather valuable data and took part in an art workshop drawing pieces of vegetation. This exciting collaboration also fosters environmental awareness and stewardship in the next generation.



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PEOPLE

The Devonshire Group is committed to creating pathways to employment, and an inclusive environment where colleagues feel supported and inspired. We offer a variety of routes into employment including work experience placements, traineeships and apprenticeships. Motivation and retention of colleagues is as important however, and we run a comprehensive Learning & Development programme, which includes tailored support for colleagues with diverse needs, to ensure equity for all.

Case Study

**A Path to Success —
From Kickstarter to Distinction**

The Kickstart Scheme was introduced by the UK Government in 2020, to provide work placements for young people claiming Universal Credit. The aim of this programme was to address employment challenges arising from the Covid-19 pandemic for young people looking for long term employment.

Thirteen placement roles in catering, forestry, farmyard, gardens, collections, sustainability and operations started in summer 2021, supported by the University of Derby with employment skills. At the end of the programme, seven participants were offered permanent positions and as of January 2025 five still remain with the group. Feedback was very positive, with many participants commenting on their increased confidence.

One of the participants still involved with the group is Josh. Unemployment and limited educational opportunities create significant barriers for individuals with additional needs. This was the case for Josh, who faced multiple barriers to employment. The

Devonshire Group provided tailored support enrolling Josh in a Level 2 Animal Handling Apprenticeship. With an awareness of his ADHD and low literacy skills, colleagues within the farmyard team provided ongoing support and plans were adapted to meet his needs.

Josh has successfully completed his Level 2 Animal Handling Apprenticeship with distinction, overcoming personal barriers with support of the farmyard team. His literacy skills also improved significantly, enabling him to engage more effectively and communicate with confidence. Josh has shared his journey through public talks, inspiring colleagues across the business with his resilience and success.

“The Kick start scheme boosted my confidence. Giving me my first ever job and achieved things I never would have thought possible like passing tests in maths and English. I also managed to get a distinction on my animal care course and I have stepped out my comfort zone visiting places and attending events and delivering talks that I never would have had the confidence to do before. Thank you for the opportunity to do the kick-start course at Chatsworth – it has changed my life.”

Josh Nichols

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Case Study A Path to Success — From Work Experience to Confidence

For individuals with additional needs, such as autism and chronic fatigue syndrome, finding meaningful employment and maintaining it can be particularly challenging. Jay faced these barriers and while studying media he sought work experience to gain practical skills and build his confidence in a professional setting. With the support of the Devonshire Group and Portland College he began a six week work experience placement as part of the Visitor Experience Team at Chatsworth.

To support Jay’s success, the team made adjustments to his work, for example by providing extra guidance and support with radios – key for onsite information sharing and staff safety – in response to Jay’s challenges with sensory overload.

As a result of his enthusiasm, determination and progress, Jay’s initial placement was extended to a Supported Internship, a government-funded programme designed to prepare young people with learning difficulties for sustained paid employment.

Jay’s exceptional knowledge and warm demeanour has been recognised by many of our visitors.

“We met one of your guides called Jay Stopp. He was autistic, and it was a big thing for him to talk to people in general. He proved to be articulate and really knew his onions about Chatsworth, the people in pictures, and history. He is a credit to your organisation”

Visitor feedback, 2024

“My experience with working at Chatsworth House has been extremely pleasant, informative and a massive confidence booster for me. I’ve enjoyed working with my colleagues, it has helped me overcome previous fears and anxieties. Overall, I am extremely satisfied with how they have treated me, and I don’t doubt that they will continue on that path for the years to come”

Jay Stopp

Jay’s journey is an example of the Devonshire Group’s commitment to provide opportunities and tailored support to help individuals to reach their full potential within a supportive workplace environment.



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Case Study

We're a Disability Confident Leader

We're proud to be recognised as a Level 3 Disability Confident Leader, the highest level of accreditation within the UK Government's Disability Confident scheme. This means we're not only committed to making our workplace accessible and inclusive, but we're also helping to lead the way for other employers.

As a Leader, we've demonstrated that we:

- Actively attract, recruit, and retain disabled people, offering a fair and supportive experience at every stage.
- Provide accessible recruitment, with reasonable adjustments offered throughout the application and interview process.
- Support disabled colleagues through workplace adjustments, wellness action plans, and inclusive development opportunities.
- Promote disability inclusion in the wider community, through partnerships, local recruitment events, and peer support.
- Validate and share good practice, including mentoring and internal campaigns that raise awareness and reduce stigma.

We're also building stronger data practices through the rollout of our new HR system, to ensure we can track progress and keep improving.

Being a Disability Confident Leader means creating a workplace where everyone feels valued, supported, and able to thrive and we're proud to be setting that standard.

Case Study

Working with local council and learning institutions to fill a skills gap

In November 2024, a purpose built on site 'Construction Skills Hub' opened at our development site at Mastin Moor in Chesterfield. This innovative, first of its kind hub aims to support more than 5,000 students in the Chesterfield and Staveley area in construction related skills.

The hub forms a key part of Chesterfield Borough Council's skills action plan and will allow learners to develop their skills in a live environment, providing a practical platform for future career development. The first year will welcome sixty learners who will undertake training in groundworks, joinery and brickwork.

"I'm delighted that we have been able to officially open the Construction Skills Hub as it will help the skills people need to access great careers in our borough. This will not only help improve the local economy it will also have a positive impact on people's lives as they will have more secure employment with higher wages."

Councillor Tricia Gilby,
Leader of Chesterfield Borough Council

The hub will remain on the development site for the next five years before being relocated elsewhere. The Devonshire Group is proud to be involved, and it is hoped the hub will have a positive impact on the local economy and communities for years to come.



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VISITORS

We want the places in our care to be places for everyone. In this section, we focus on ways in which we’ve improved access for those with a range of needs and circumstances. Inclusivity is a core Devonshire Group value, and access is an area we will continue to focus and report on.

Case Study

Changing Places

People with profound and multiple learning disabilities or with physical disabilities such as spinal injuries and multiple sclerosis often need space and equipment to be able to use toilet facilities safely and with dignity.

Alongside representatives from Accessible UK, Chatsworth opened the Changing Places facility in February 2024 in time for the season opening in March. The facility now contains an accessible toilet, changing bench, wash facilities and ceiling hoist, equipment which makes all the difference for visitors with more complex needs.

“Visitors can now relax and enjoy a full day out to explore this wonderful ‘Role Model’ attraction of excellence”

Gillian Scotford, Director of Accessible UK

Case Study

Travel Subsidy at Chatsworth

Chatsworth’s rural location means that travel can often be a barrier to visiting. For schools and community groups, the cost of coach travel can affect the affordability of a trip.

Chatsworth House Trust set up the Travel Subsidy Fund in 2022, which to date has supported over 7,000 visits to a value of £50,000. Any group visiting the house, gardens and farmyard can apply, provided they meet qualifying criteria. The subsidy supports visits from schools with above national averages of pupils on free school meals, pupil premium, pupils with special educational needs, pupils learning English as an additional language and pupils with health or care plans.

In 2024, we allocated almost £20,000 to schools and community groups, providing free travel for visits from 2,329 children and 454 adults.

“As a school of over 600 pupils, we would never have had the funds available to allow everyone to travel to Chatsworth House in order to take part in the Takeover Week as they did last year. This incredible experience gave every one of our pupils the most amazing insight into the world of Chatsworth and provided them with experiences which they will never forget. The children immersed themselves in a different world, by becoming tour guides, florists and receptionists; opportunities like this would never have been possible without funding and we are so grateful to have benefitted from this experience.”

Lisa Watson, Deputy Headteacher at Athelstan Primary School

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Case Study Universal Credit Tickets at Chatsworth

In 2024, in order to make Chatsworth more accessible to people for whom price is a barrier to visiting, Chatsworth House Trust launched a new Universal Credit ticket priced at £3 for adults and £1 for children. These reduced price tickets were made available for recipients of Universal Credit, Pension Credit, Working Tax Credit, Child Tax Credit, Employment and Support Allowance, Income Support or Jobseeker’s Allowance.

The feedback we received was extremely positive, and showed that:

- Universal Credit ticket holders were more likely to have been first time visitors, or not to have visited in 5+ years than standard ticket holders.
- People with a Universal Credit ticket were more likely to be visiting from local towns and cities than standard ticket holders.
- Universal Credit ticket holders rated their experience more highly than standard ticket holders.
- Universal Credit ticket holders were more likely than standard ticket holders to say that they felt more strongly after their visit than before that Chatsworth was a place for them.

Following this successful trial, the number of tickets available each day was increased, and tickets were made available during Christmas. The scheme supported visits from over 9,000 people in 2024 and will continue into 2025.

“I am just writing to say a very big thank you! As a local family of 4, we have loved visiting Chatsworth many times over the years. The children ask every school holiday, “can we go to Chatsworth?” [...] You can only imagine my absolute delight at finding out that you offer

reduced tickets for families in receipt of universal credit, and I just want you to know, that it really does mean a lot that you recognise that sometimes, people just cannot afford nice days out, but still deserve them. Again, thank you, from the heart”

Paul Hayes, Head of Membership & Visitor Strategy at Chatsworth House Trust, added: *“As a charity that is dedicated to preserving Chatsworth for everyone to enjoy, accessibility is one of our main priorities, and we are always looking at new ways to remove barriers to visiting. We believe that everyone should have the opportunity to experience Chatsworth if they would like to, and we hope these tickets will allow even more people to do just that.”*

Case Study Father Christmas visits at Bolton Abbey

Bolton Abbey hosts a Christmas event in Strid Wood each year where children meet Santa and take part in natural craft and outdoor activities. Since 2022, the Bolton Abbey Estate has gifted free tickets for this event to families supported by The Principle Trust and the Skipton and Craven Ukrainian Support Groups. In total, 76 tickets have been given out to children with all accompanying adults visiting free of charge.

“For many families supported by The Principle Trust, Christmas can be a particularly difficult time. Thanks to the team at Bolton Abbey, needy local children enjoyed a magical festive experience they might otherwise have only dreamt of.”

Jenny Coonan, Holiday Coordinator for The Principle Trust

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INTRODUCTION: ECONOMIC IMPACT

In partnership with the University of Derby, and with funding from Innovate UK, we have developed a bespoke methodology for measuring our economic impact. In 2022, we published our first Economic Impact Report, establishing our impact in our baseline year of 2019/20 and the two following years, capturing the wider impact of Covid-19 on our business. The skills required to conduct the economic impact assessment are now embedded within our organisation, and we are able to calculate and report on our economic impact on an annual basis.

The following chapter contains the Devonshire Group's second Economic Impact Report, which covers the two financial years to 31 March 2023 and 31 March 2024. During this period, UK inflation was climbing and base rates were also on the rise. The UK's leisure and hospitality sector was also badly affected by the UK Cost of Living Crisis.

The context in which this report is written only serves to highlight the importance of thriving local economies. We remain committed to growing the Devonshire Group as a sustainable business, with diversified income streams and financial resilience for the future. We will deliver the group's strategic ambitions, alongside positive economic and social impact, and continue to work with colleagues, tenants, suppliers, stakeholders, local communities and businesses towards a positive, shared future.

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MEASUREMENT OF ECONOMIC IMPACT

The Devonshire Group’s economic impact assessment was developed as part of a Knowledge Transfer Partnership (KTP) with the University of Derby, to establish a rigorous methodology to measure the economic and employment impact of the Devonshire Group’s activities. This economic impact report reflects the KTP’s success in embedding the knowledge required to continue measuring the economic impact within the group. The GVA and employment impacts presented in this update draw on the knowledge and expertise of our colleagues across the group, who are best placed to calculate our various impact streams on the economy.

By calculating our economic impact, we aim to measure two things: our contribution to the UK economy, and the number of jobs supported. The contribution of the Devonshire Group to the economy is measured using Gross Value Added (‘GVA’), which is defined as profit before tax, interest, depreciation and wages. When we refer to employment effects, we mean Full Time Equivalent (‘FTE’) colleagues.



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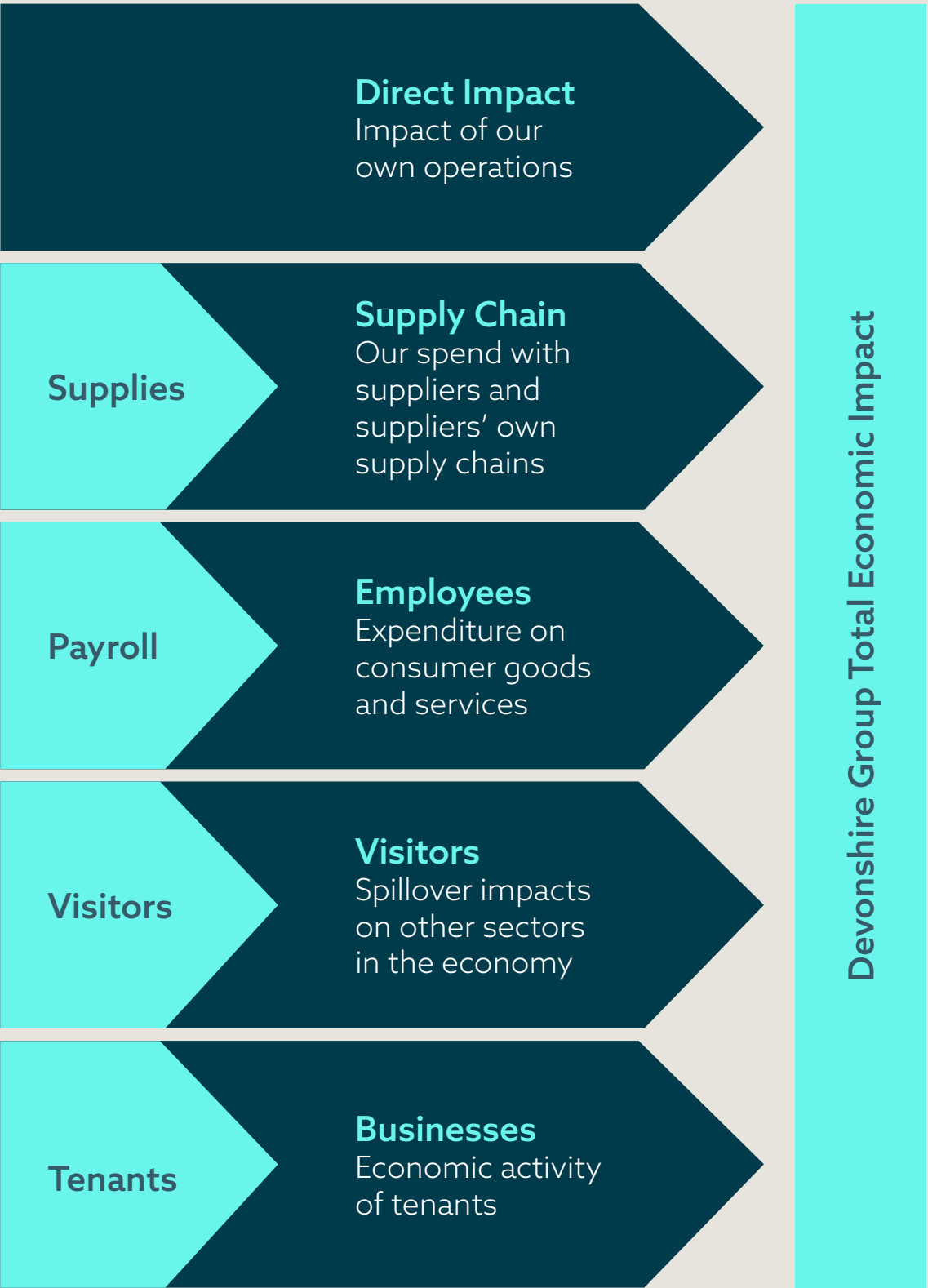
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In order to calculate a full assessment of the Devonshire Group’s overall impact to the UK we consider the following areas:

- **Direct Impact** – the GVA generated by our own operations and the number of our own colleagues
- **Supply Chain** – the GVA generated and employment supported resulting from our expenditure within our supply chain
- **Colleagues** – the GVA generated and employment supported by the expenditure of our colleagues
- **Visitors** – the GVA generated and employment supported by expenditure of visitors to Chatsworth, Bolton Abbey, and at our large events, excluding any impacts already counted in our own direct GVA
- **Tenants** – the GVA generated and employment supported by the activities of our commercial tenants

The GVA generated in 2019/20 is the baseline against which we evaluate progress towards our second goal to “*double the benefit to local economies from our organisations*”.



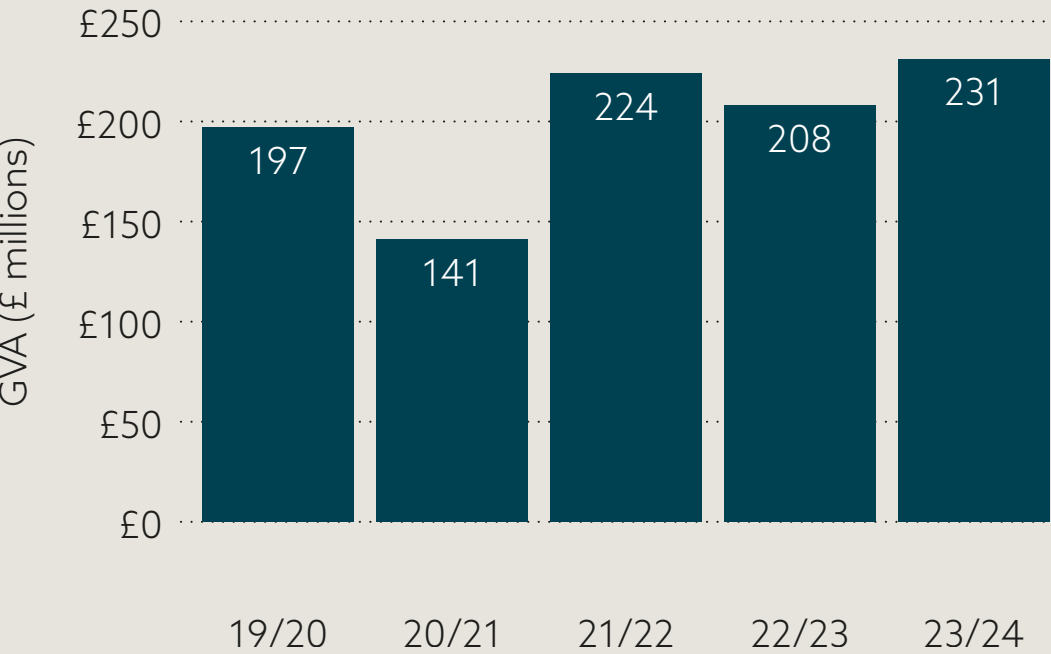
OUR TOTAL ECONOMIC IMPACT

UK GVA and Employment

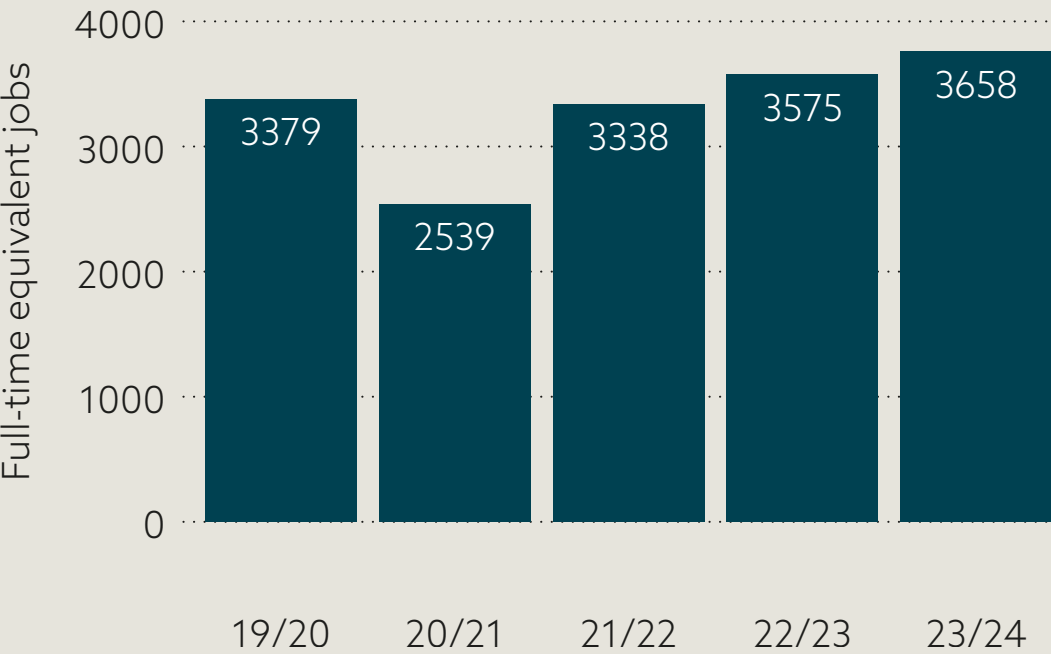
The Devonshire Group generated £208 million GVA and 3,575 FTE jobs in the UK economy in 2022/23, increasing to £231 million GVA and 3,658 FTE jobs in 2023/24. Compared to our impact in the baseline year 2019/20, this is an increase of 17% in GVA terms and 8% in employment terms. The impact the Devonshire Group generates has remained strong following the Covid-19 pandemic, while our businesses have adapted to changes

in the economic landscape such as rising inflation and interest rates. Our positive impact on the UK economy is testament to the cumulative effort of all colleagues across the group, to offer true quality and maintain outstanding value for money for our visitors and customers.

UK Gross Value Added



UK Employment



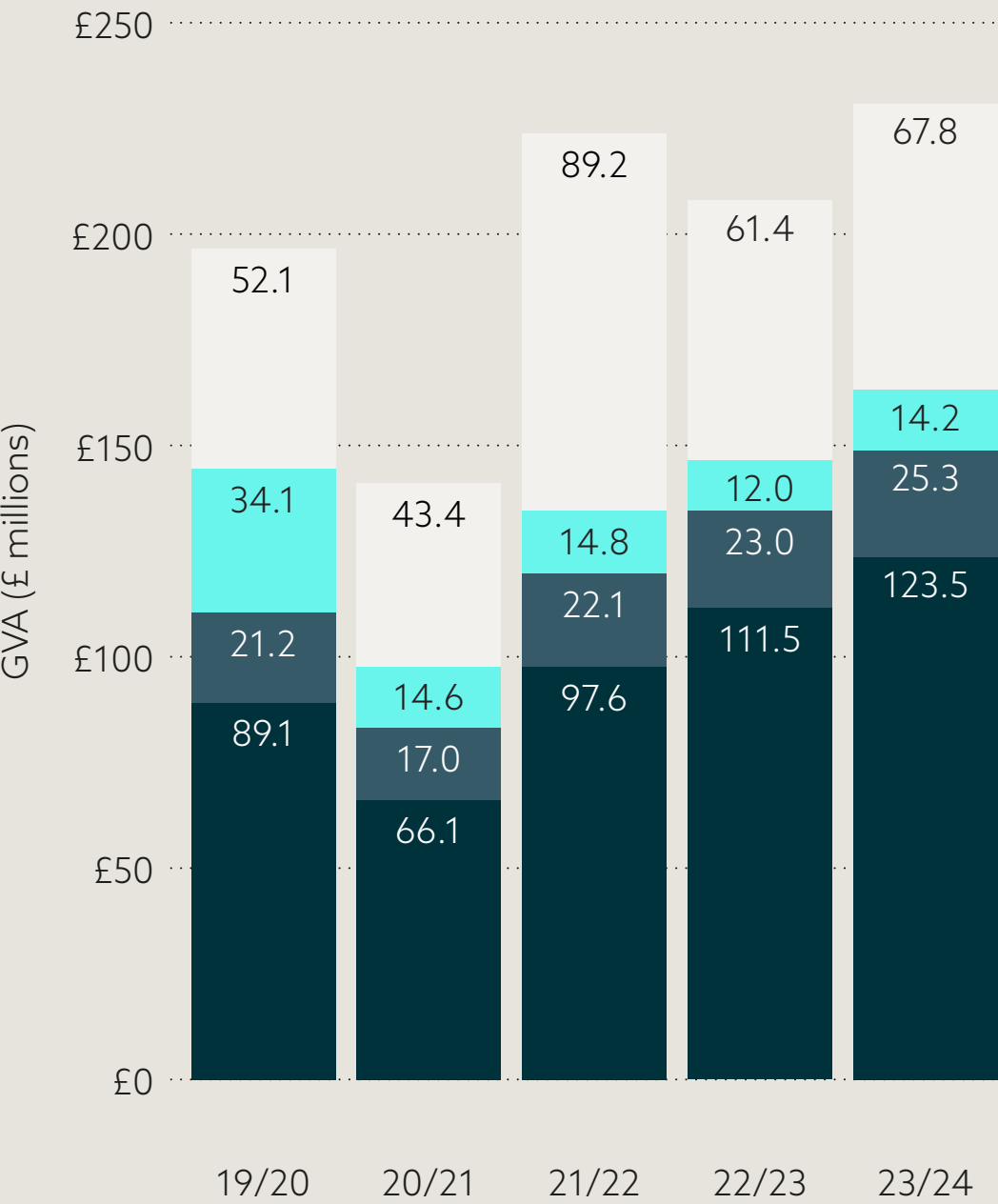
*Financial year ending 31 March

Economic Impact by Region

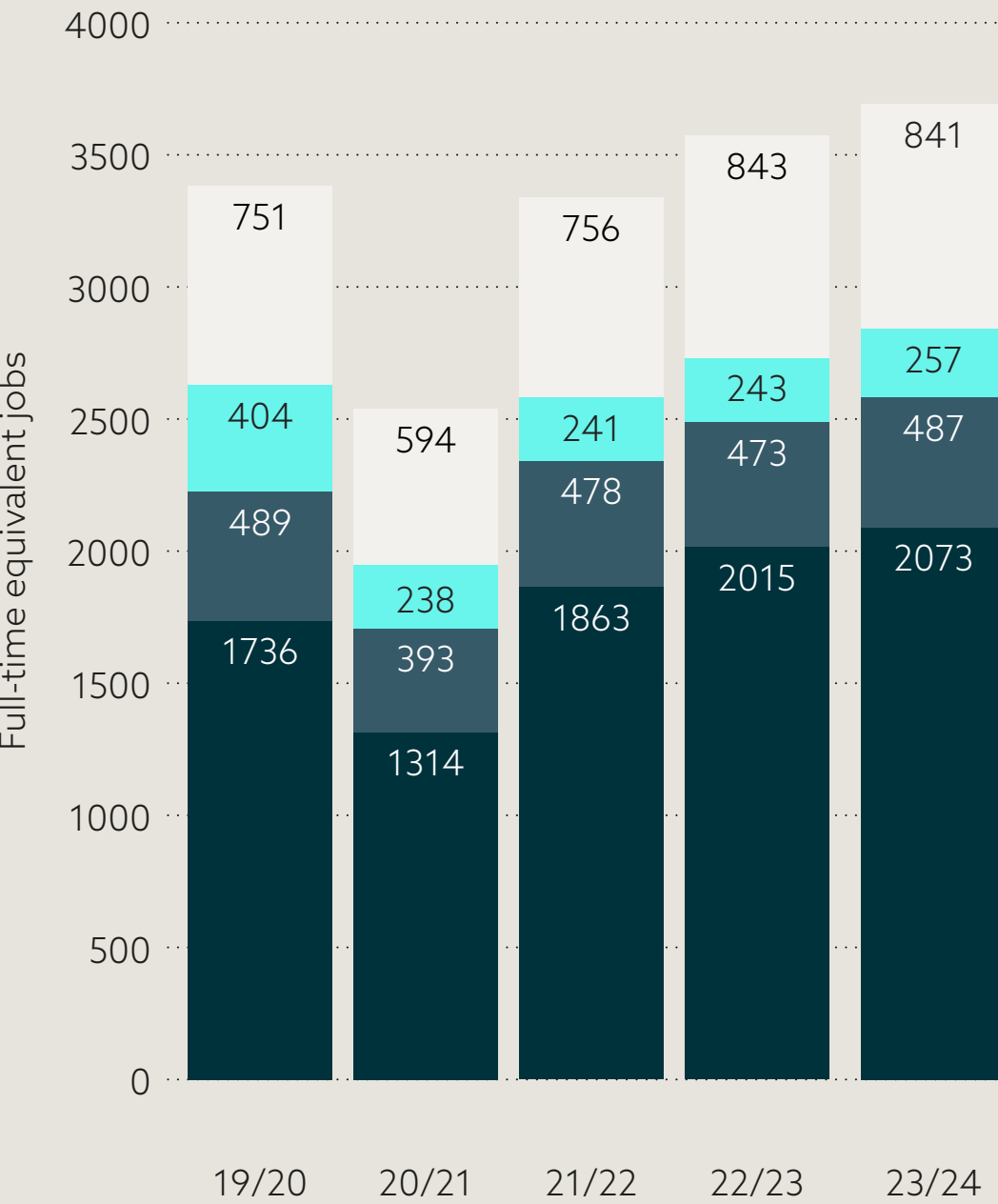
The GVA generated and employment supported have been calculated at both a local and national level. We define local as within a 30 mile radius of our principal locations: Chatsworth in Derbyshire, Bolton Abbey in Yorkshire, and Eastbourne in Sussex.

- Derbyshire
- Yorkshire
- Sussex
- Other UK

Regional GVA



Regional Employment



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Derbyshire

Chatsworth is a thriving heritage, cultural and learning destination, a registered charity and a working estate that operates with a mindful approach to the landscape and sustainability. Across all parts of the estate we welcome many hundreds of thousands of visitors each year.

The operations of our visitor-facing businesses, in-hand farming and forestry divisions, as well as those of our tenants contribute significantly to the local economy. The Devonshire Group’s impact on the Derbyshire economy has continued to grow to £111.5 million GVA and 2,015 FTE jobs in 2022/23, rising to £123.5 million GVA and 2,073 FTE jobs in 2023/24. This growth is driven by a number of factors, such as the expansion of our own operations, greater expenditure with local suppliers for goods and services, more visitors to Chatsworth, and during 2023 the hosting of the Chatsworth International Horse Trials and Chatsworth Country Fair for the first time since the Covid-19 pandemic.

Yorkshire

Our economic impact local to the Bolton Abbey Estate in Yorkshire is generated through the management of the estate, guests visiting and staying at the Devonshire Arms Hotel & Spa, the Devonshire Fell hotel, and a number of holiday cottages, as well as operating Bolton Abbey Priory as a heritage destination. Our total contribution to the local economy surrounding Bolton Abbey in 2022/23 remained relatively stable compared to the previous year, generating £23 million GVA in 2022/23, supporting 473 FTE jobs. In 2023/24, our impact has grown to £25.3 million GVA and 487 FTE jobs.

Sussex

The Devonshire Group’s GVA impact in Sussex fell by £2.8 million in 2022/23 to £12 million compared to 2021/22, whilst our employment impact remained relatively stable. In 2023/24 our economic impact recovered, growing to £14.2 million GVA and 257 FTE jobs. Our impact in Sussex is mostly as a result of our commercial tenants’ operations.

Rest of the UK

Our economic impact throughout the rest of the UK in 2022/23 was £61.4 million GVA and 843 FTE jobs. In 2023/24, our impact was £67.8 million GVA and 841 FTE jobs, and relates to spend by our businesses and charities, colleagues and visitors with UK businesses based further afield. Tenants in our portfolio of commercial properties also generate GVA and employment outside of the core estates.

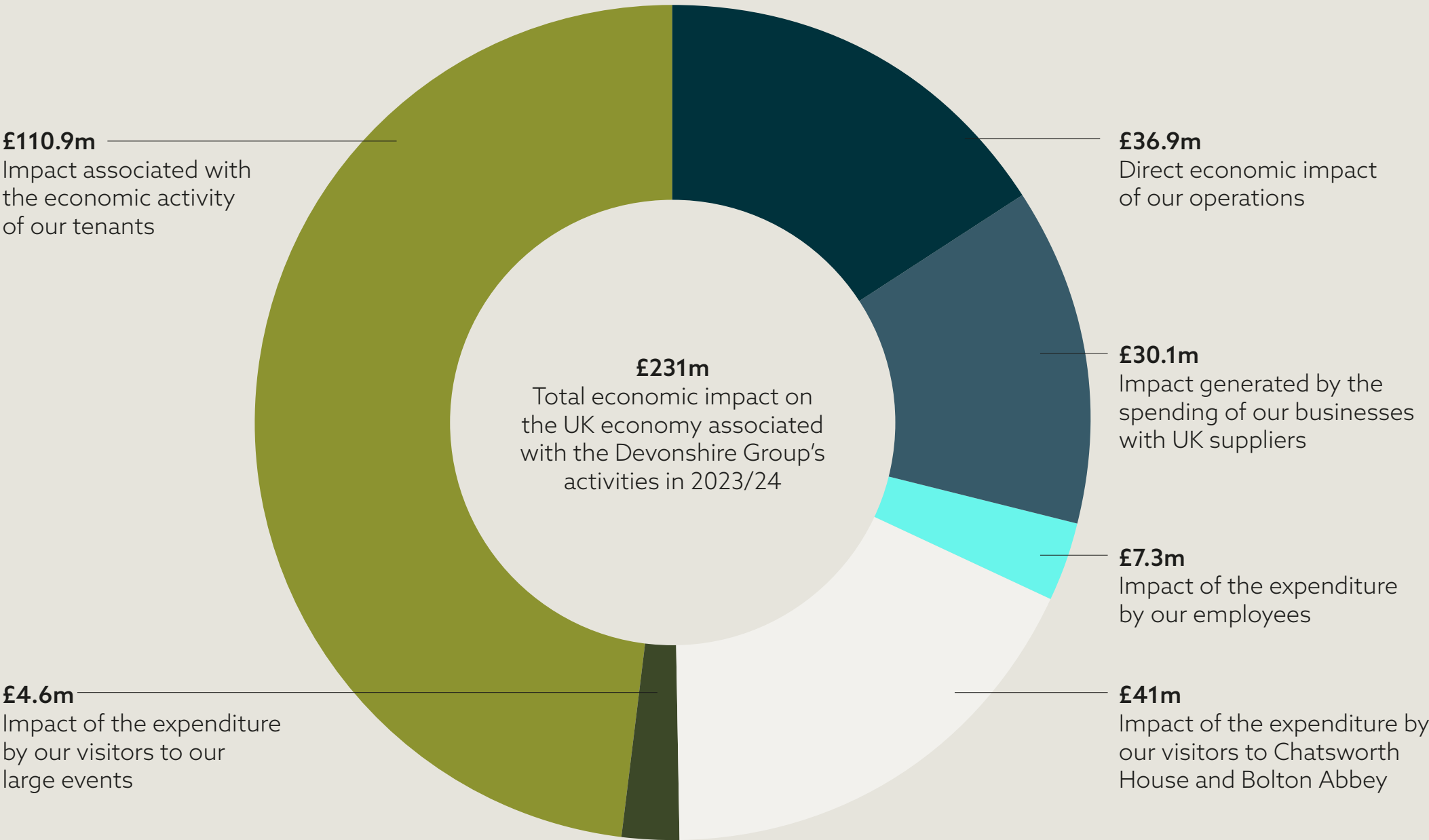
Total Economic Impact by Stream 2023/24

In 2023/24, our largest GVA impact was generated by our tenants – £110.9 million. The majority of this impact comes from our Derbyshire-based tenants, including newly-let industrial units near Chesterfield, Chatsworth Garden Centre, and Peak Village shopping outlet.

The second largest driver of economic activity is visitors to our estates, as they spend with businesses in the wider economy (GVA £41 million). In addition, our visitors generated an extra £4.6 million GVA through

their expenditure with stallholders at our large events, the Chatsworth Country Fair and Chatsworth International Horse Trials.

The GVA generated directly from the operations of the Devonshire Group was £36.9 million in 2023/24, whilst our impact through spending with suppliers has grown to £30.1 million. The increasing number of colleagues employed by the Devonshire Group generated £7.3 million GVA.



Direct Economic Impact

Our direct economic impact is derived from four business areas:

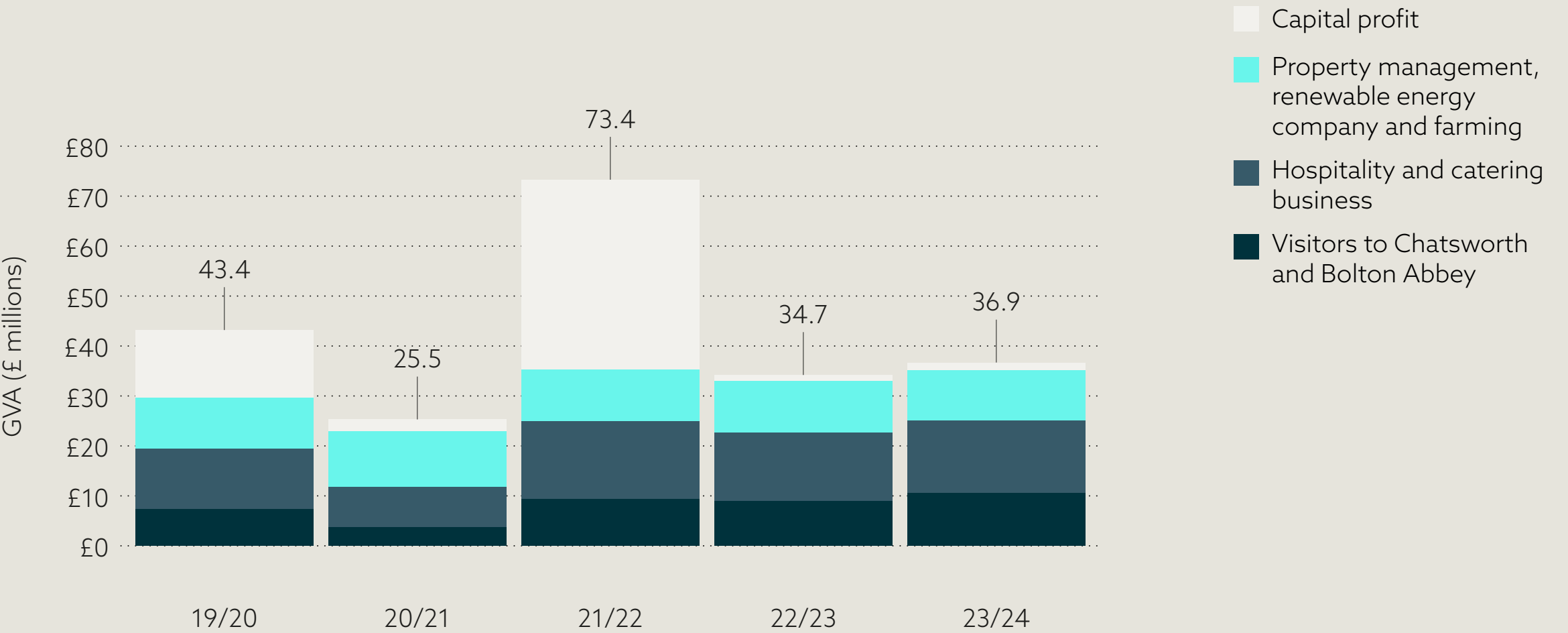
- Visitors to the Chatsworth and Bolton Abbey Estates
- Guests staying in our hotels, holiday cottages and dining in our restaurants
- Property management, renewable energy and farming
- Profits from property development activities

The Devonshire Group directly generated £34.7 million GVA in the UK economy during 2022/23 and £36.9 million GVA in 2023/24. The GVA generated by the day-to-day operations of all the Devonshire Group businesses has been relatively stable over the past three financial years.

A significant portion of the GVA generated is from Chatsworth House Trust which alone contributed over £9 million GVA to the local economy in 2023/24. This is an increase of £3 million from the baseline year of 2019/20.

The reduction of over £36 million GVA between 2021/22 and 2023/24 reflects the variability of the Capital Profit measure due to the timing of significant property transactions. Direct GVA of £73.4 million in 2021/22 was driven by the sale of one particular property from the portfolio, whilst in 2022/23 and 2023/24 respectively, the Devonshire Group generated £1.2 million and £1.7 million of capital profit.

Direct GVA (£ million)



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Direct Employment Impact

The Devonshire Group employed 749 full-time equivalent (FTE) colleagues in 2023/24.

Approximately 80% of the colleagues within the Devonshire Group are employed in Derbyshire (in and around Chatsworth) and 20% at Bolton Abbey.

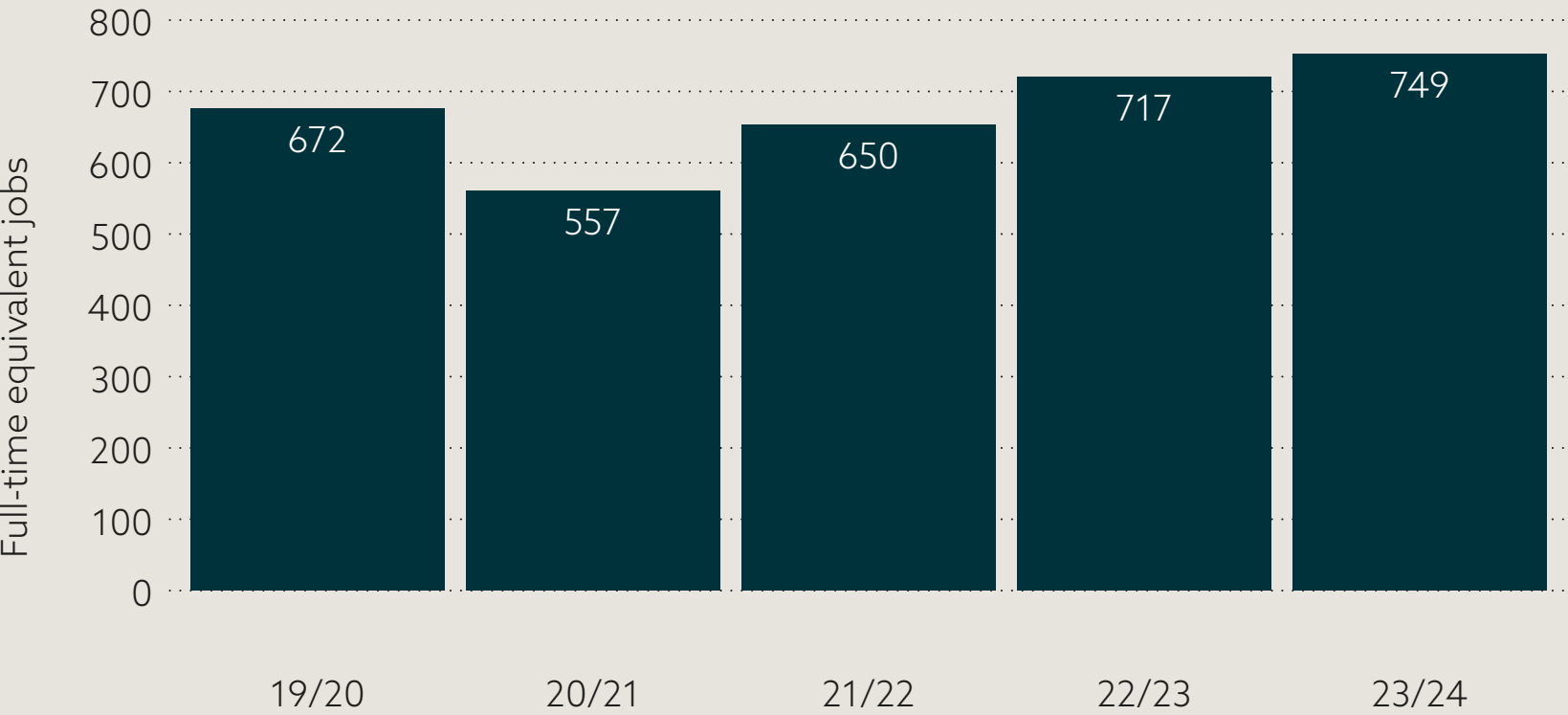
Since the first Devonshire Group economic impact report was published in 2022, the total number of direct FTE jobs supported by the Devonshire Group has continued to increase to 717 FTE jobs in 2022/23 and 749 FTE jobs in 2023/24.

This increase reflects the Devonshire Group’s strategy laid out in the previous economic impact report, to grow our business operations and generate high-quality

jobs for our local communities. Employment on-site at Chatsworth has expanded in recent years, with our visitor facing businesses employing 58 more FTE workers in 2023/24 than in 2021/22.

Employment on the Bolton Abbey Estate reduced overall by 4 FTE jobs in 2023/24 compared to 2021/22. The majority of roles (98 FTE jobs) are based within the two hotels on the Bolton Abbey Estate – the Devonshire Arms and the Devonshire Fell, which includes the management team of all hotels within the group.

Direct full-time equivalent jobs



Impact of the Devonshire Group's Spending with Suppliers

We define local suppliers as those based within 30 miles of the Devonshire Group business that they are supplying.

We aim for 50% of our procurement of all goods and services by the group to be from local suppliers.

The Devonshire Group's expenditure with local suppliers has increased significantly in the past two financial years. The Devonshire Group spent over **£18 million** with local suppliers in 2022/23 and over **£22 million** in 2023/24. Expenditure with local suppliers accounted for **43%** of the Devonshire Group's total spend on goods and services in 2022/23 and **47%** of total expenditure in 2023/24. This shows that we are firmly on our way to achieving our target of 50% thanks to considerable efforts across the group to focus on our local supply chain.

The Devonshire Group has spent nearly £89 million with suppliers in the UK during the past two financial years. This has generated £26.2 million GVA and employment for 370 FTE employees in 2022/23, and £30.1 million GVA and 372 FTE jobs in 2023/24. This impact has increased markedly from 2021/22 by £14.1 million GVA and 116 FTE jobs.

Of the impact generated over the past two years, £9.8 million GVA in 2022/23 and £12.5 million GVA in 2023/24 were generated locally to the Devonshire Group's operations in Chatsworth, Bolton Abbey and Sussex. Our supply chain expenditure has supported 147 local FTE jobs in 2022/23, and 159 FTE jobs in the local region in 2023/24. The impact is generated by our direct suppliers, further down our suppliers' supply chains, and from consumer spending by the employees of our suppliers in the wider economy.

Key local industries supported by our expenditure include construction, manufacturing and wholesale trade. As part of our continued focus on working with local businesses, we have collaborated with Cuckoostone craft distillery and Resting Devil brewery to create a line of high-quality small batch infusions and craft ales. This led to new products for our retail outlets such as Chatsworth rhubarb & ginger gin, infused with pink rhubarb and root ginger hand-picked from Chatsworth's garden, and a honey ale, plum porter and citrus IPA.



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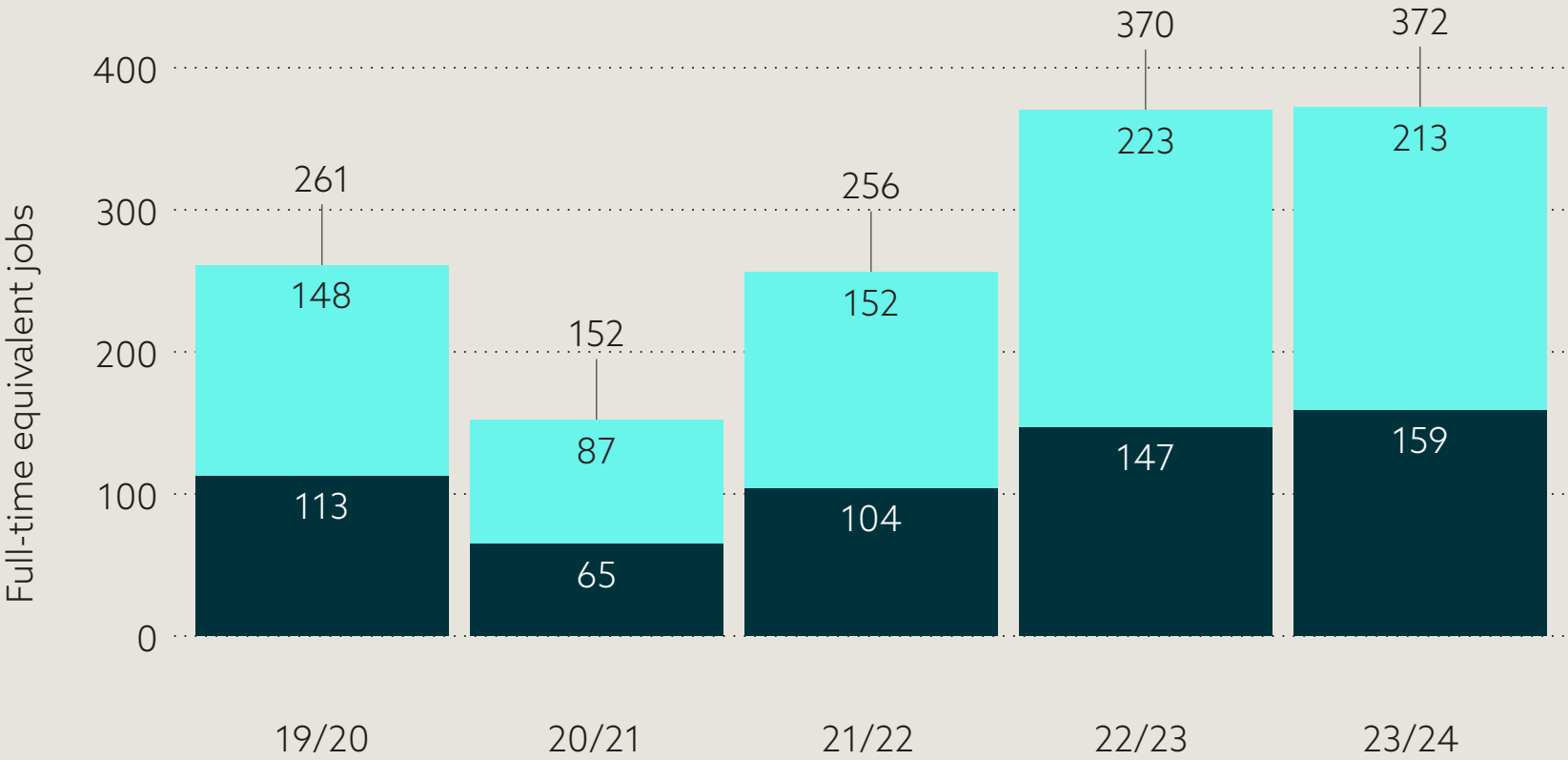
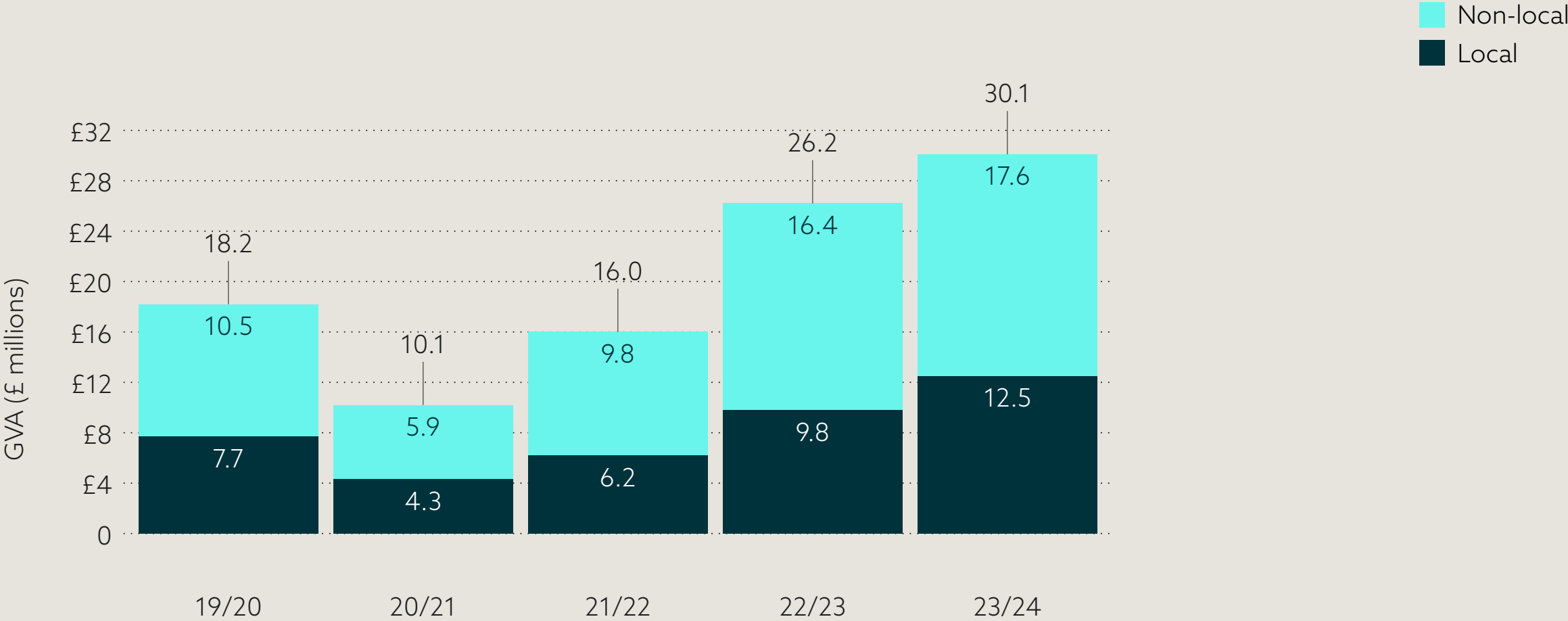
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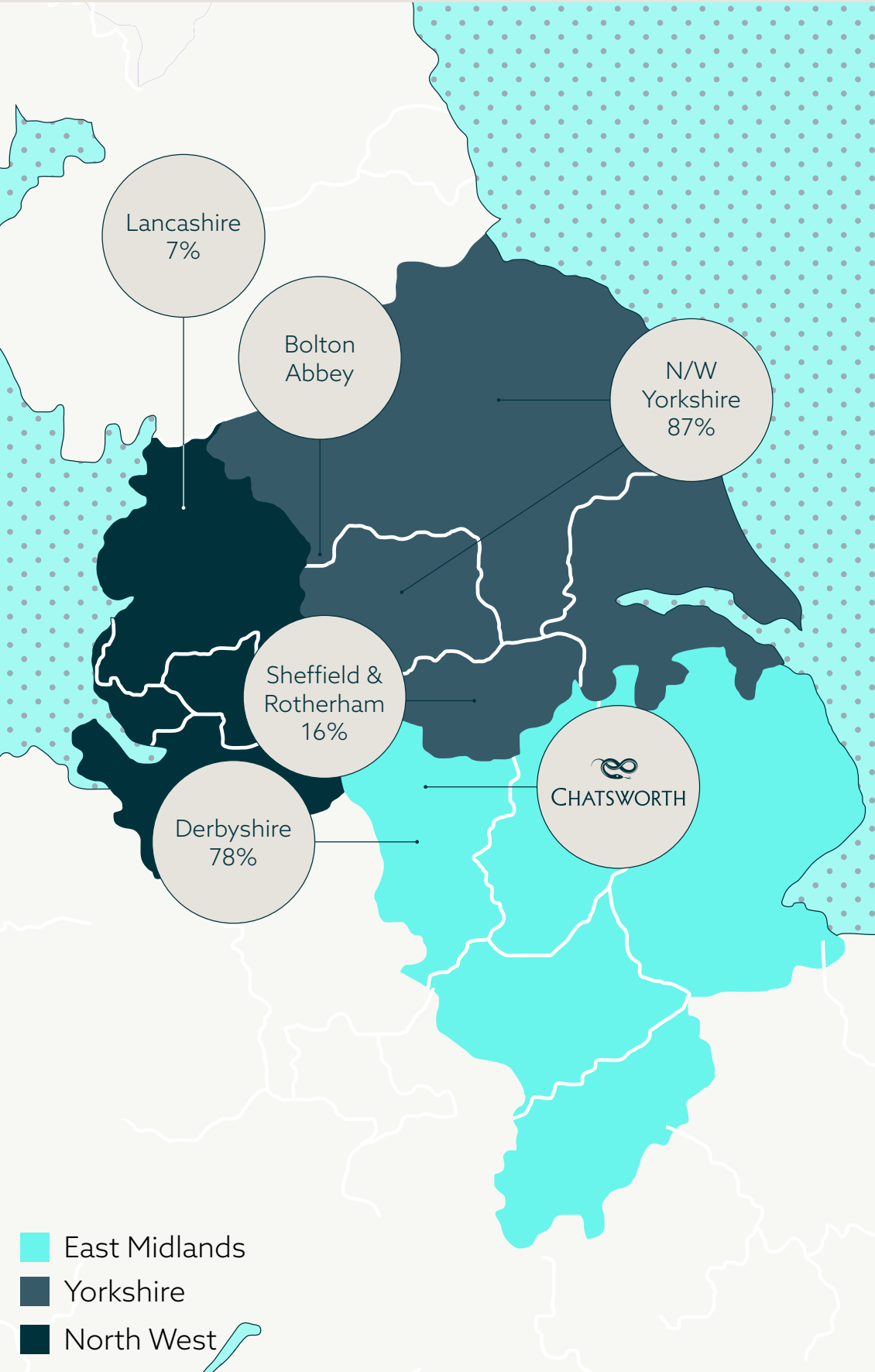
Economic Impact of the Devonshire Group's Colleague Spending

94% of colleagues live locally, i.e. within 30 miles of their place of work. 78% of Chatsworth's colleagues live in Derbyshire, whilst 16% live in South Yorkshire near Sheffield and Rotherham. Of Bolton Abbey's colleagues, 87% live in North or West Yorkshire and 7% live in Lancashire.

Work at Chatsworth		Work at Bolton Abbey	
Live in Derbyshire	78%	Live in N/W Yorkshire	87%
Sheffield & Rotherham	16%	Live in Lancashire	7%
Local Regions	94%	Local Regions	94%
Other	6%	Other	6%

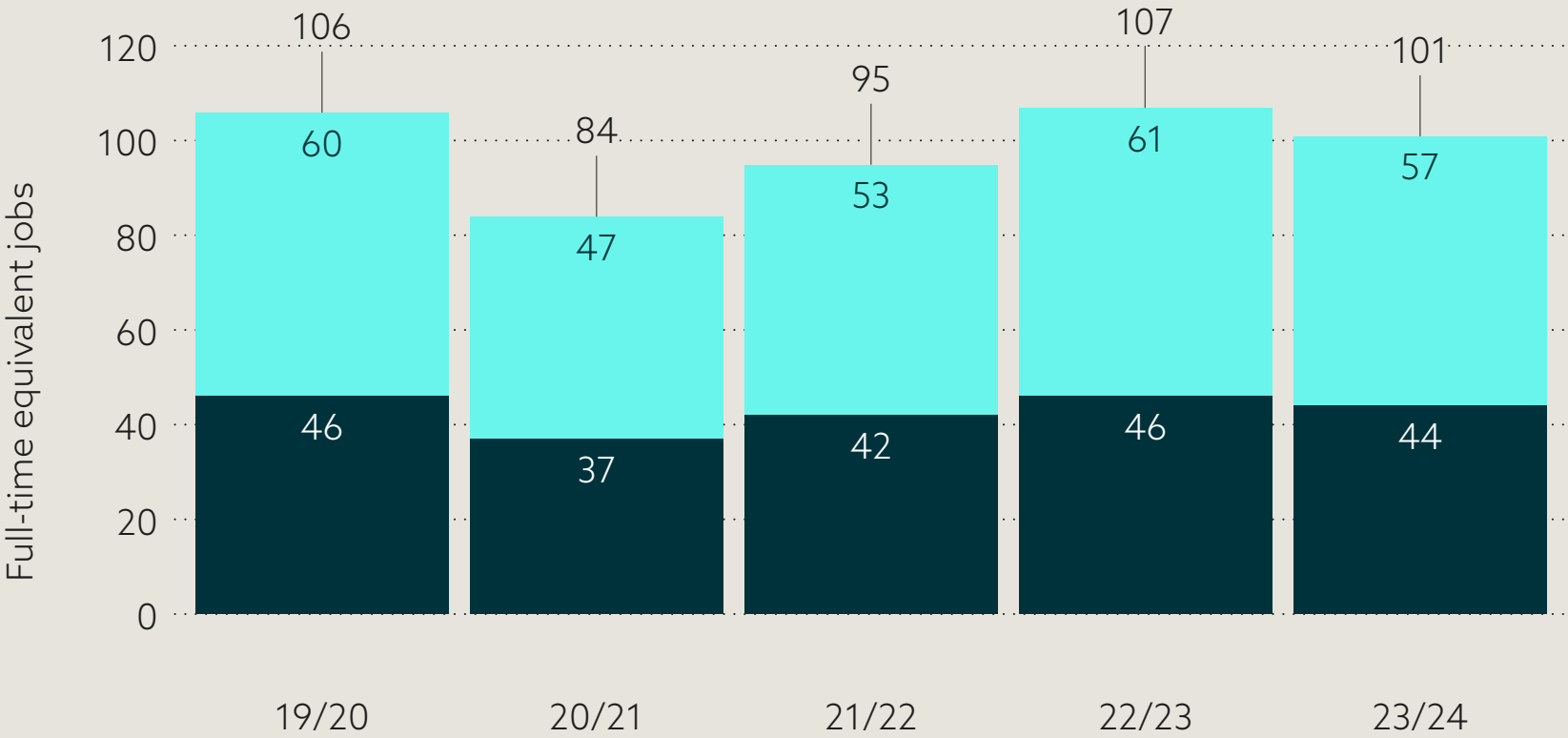
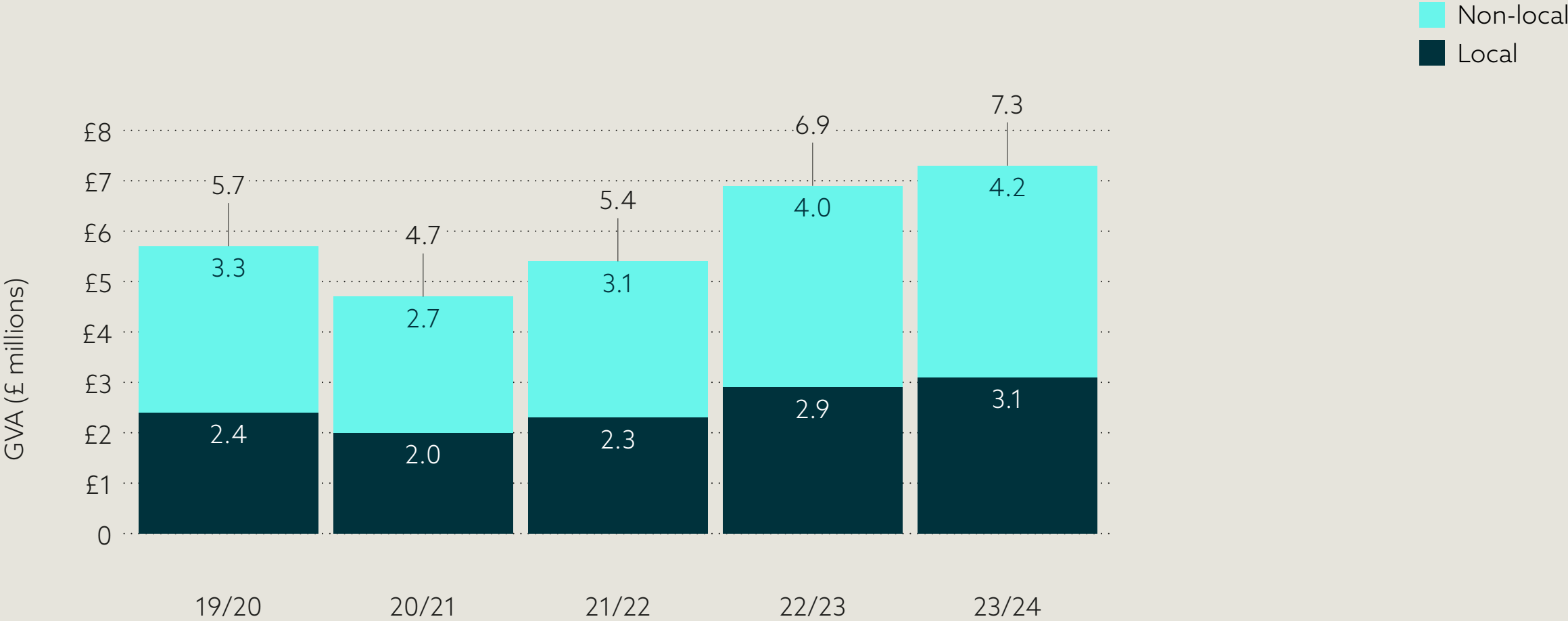
The spending of our colleagues in the wider economy generated £6.9 million GVA and supported 107 FTE jobs in the UK in 2022/23. Our colleagues' GVA impact has continued to grow in 2023/24 to £7.3 million, whilst their impact in employment terms has slightly reduced to 101 FTE jobs. Of this total impact in 2023/24, £3.1 million GVA and 44 FTE jobs were supported in the local economy.

Our impacts reflect changing conditions within the economy, as official figures suggest that households are spending a smaller proportion of their income in the hospitality sector and on arts, entertainment and recreation than in previous years, which are more labour intensive industries. By contrast, a greater proportion of their income is spent on utilities, private vehicles, and housing costs, such as rent or mortgages.



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Impact of Our Visitors' Spending

Visitor numbers to Chatsworth have surpassed pre-pandemic levels, increasing to **650,000** in 2022/23 and **675,000** in 2023/24.

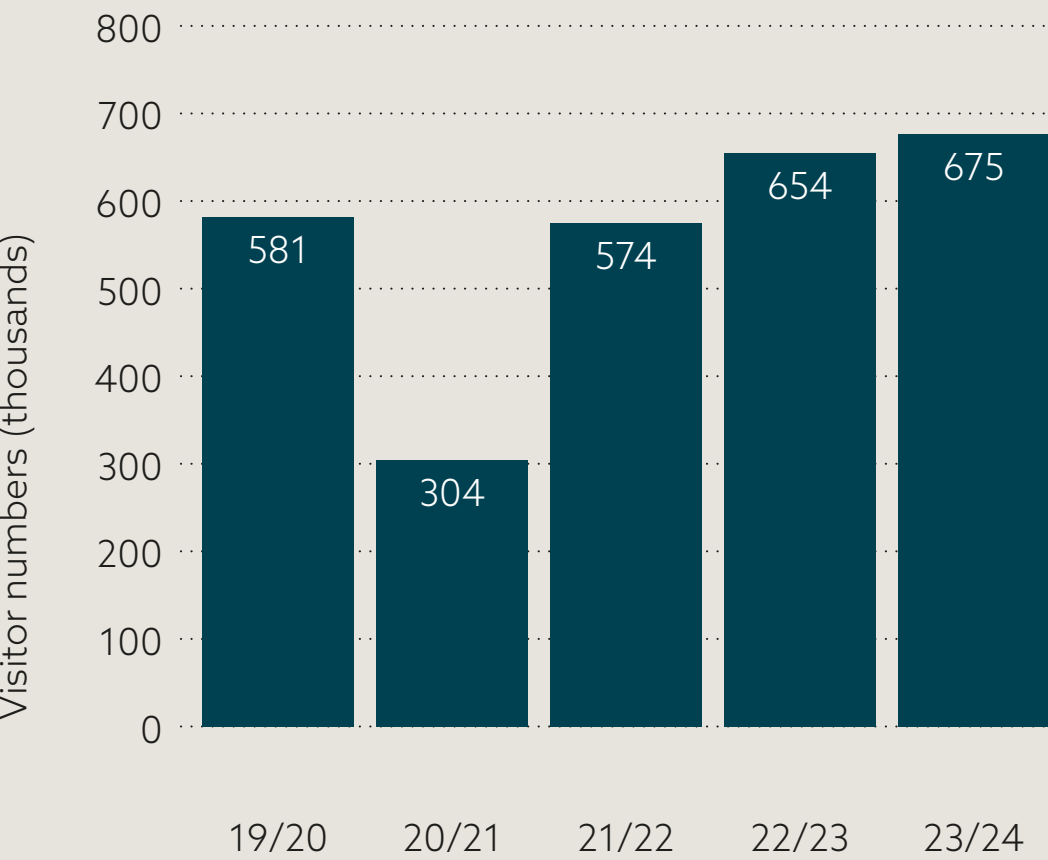
Visitor numbers to Bolton Abbey have increased from **189,000** in 2022/23 to **196,000** in 2023/24.

We calculate the economic impact of our visitors' spend through surveys to understand the nature of their visit, their motivations for visiting and their spending patterns for the duration of their visit. This allows us to understand the level of expenditure in the wider economy that is directly attributable to the visit to Chatsworth or Bolton Abbey.

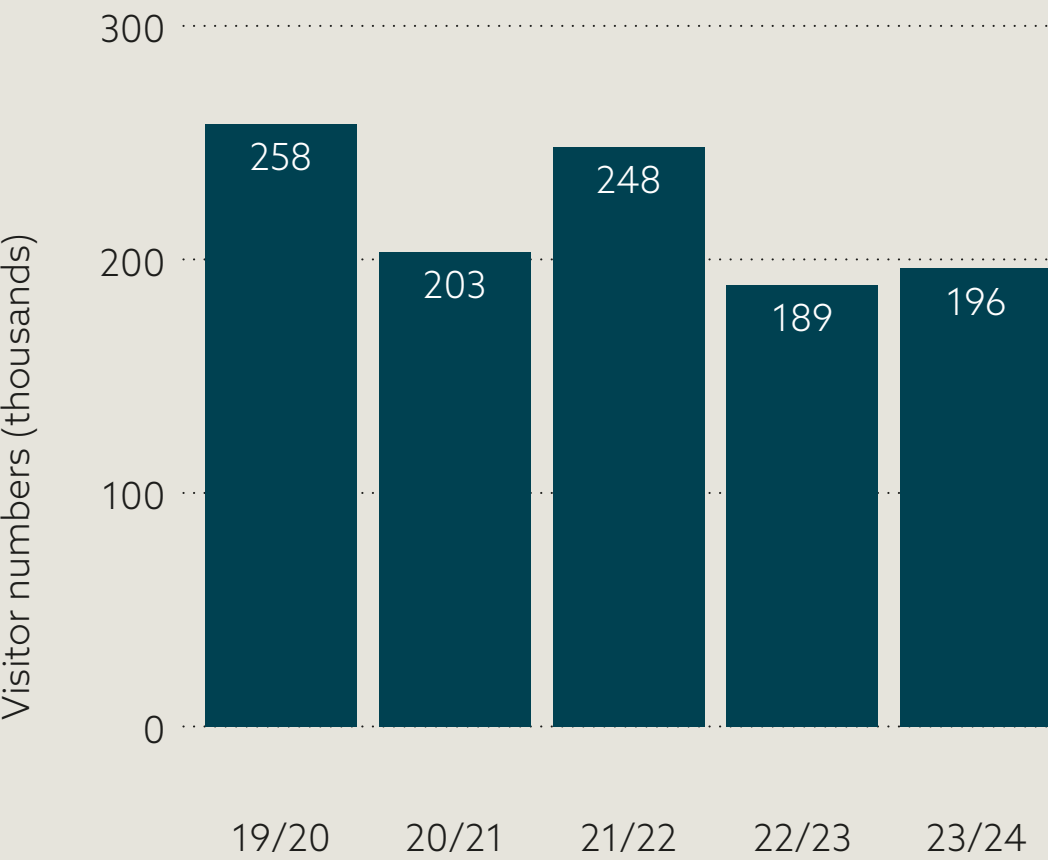
In 2022/23, visitors to Chatsworth and Bolton Abbey (excluding the large events) spent £54.2 million during their trips. This generated £36.2 million GVA and supported 748 FTE jobs in the UK economy. Visitors' expenditure grew to £63.3 million in 2023/24, generating £41 million GVA and supporting 737 FTE jobs in the UK.

Visitors spent their money mainly with local businesses during their trips to Chatsworth and Bolton Abbey, which meant that out of the total UK impact in 2023/24, £32.2 million GVA was generated and 610 FTE jobs were supported in the local region.

Visitor numbers to Chatsworth



Visitor numbers to Bolton Abbey



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In both years, November saw the highest visitor expenditure of any month, with visitors to Chatsworth spending a combined value of £22 million during their trips over the two years. This is the busiest time of year at Chatsworth, when we host an annual Christmas market, and the house and garden are decorated for Christmas.



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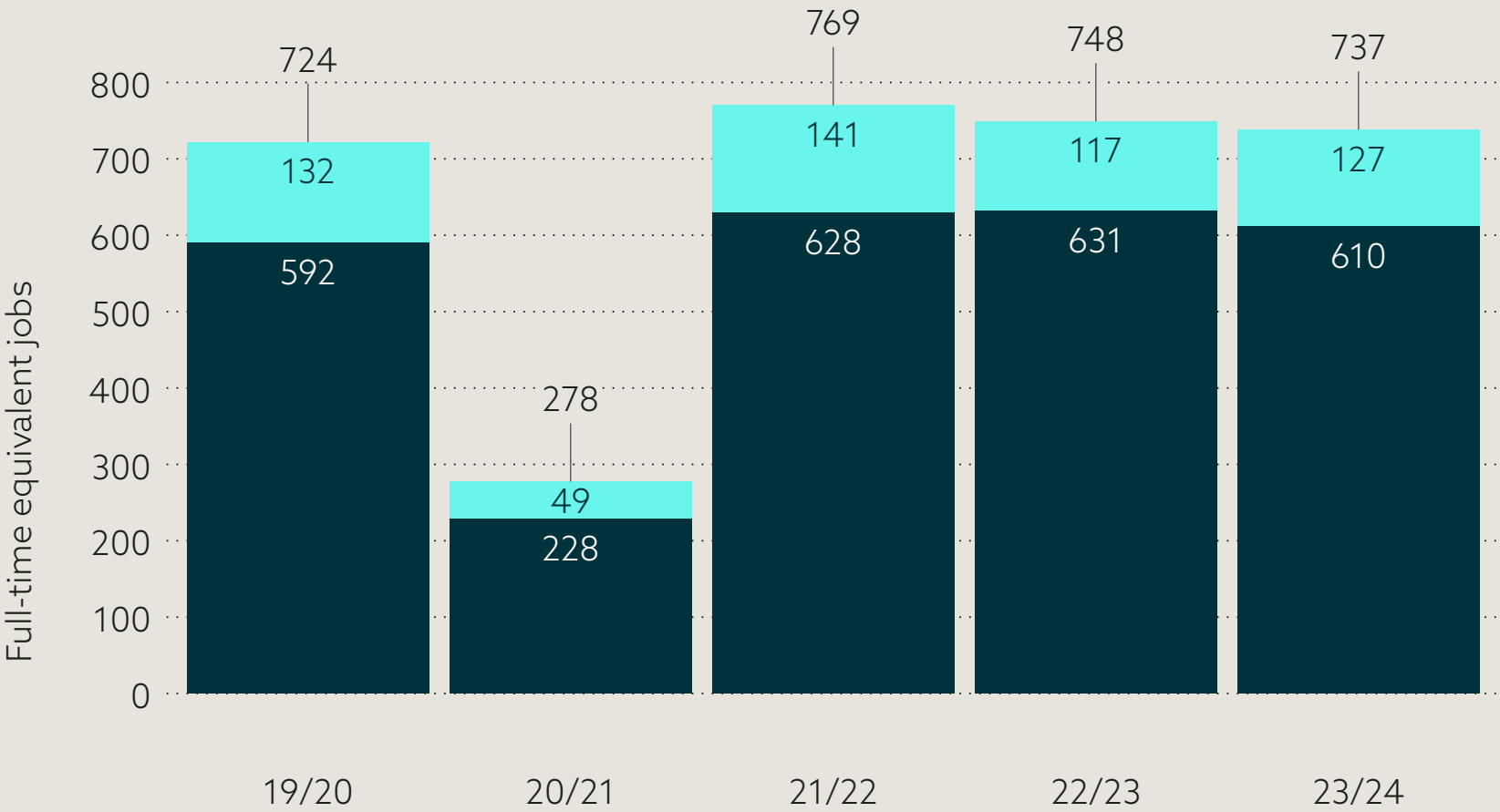
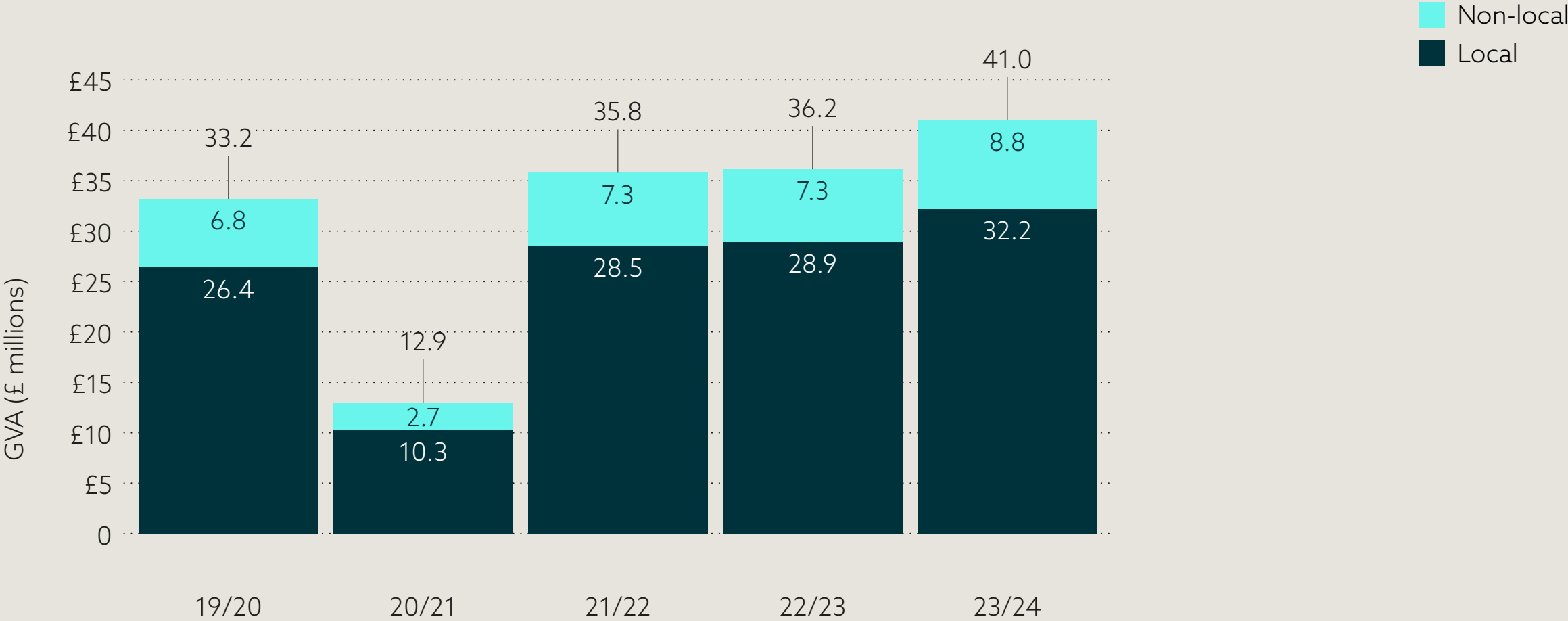
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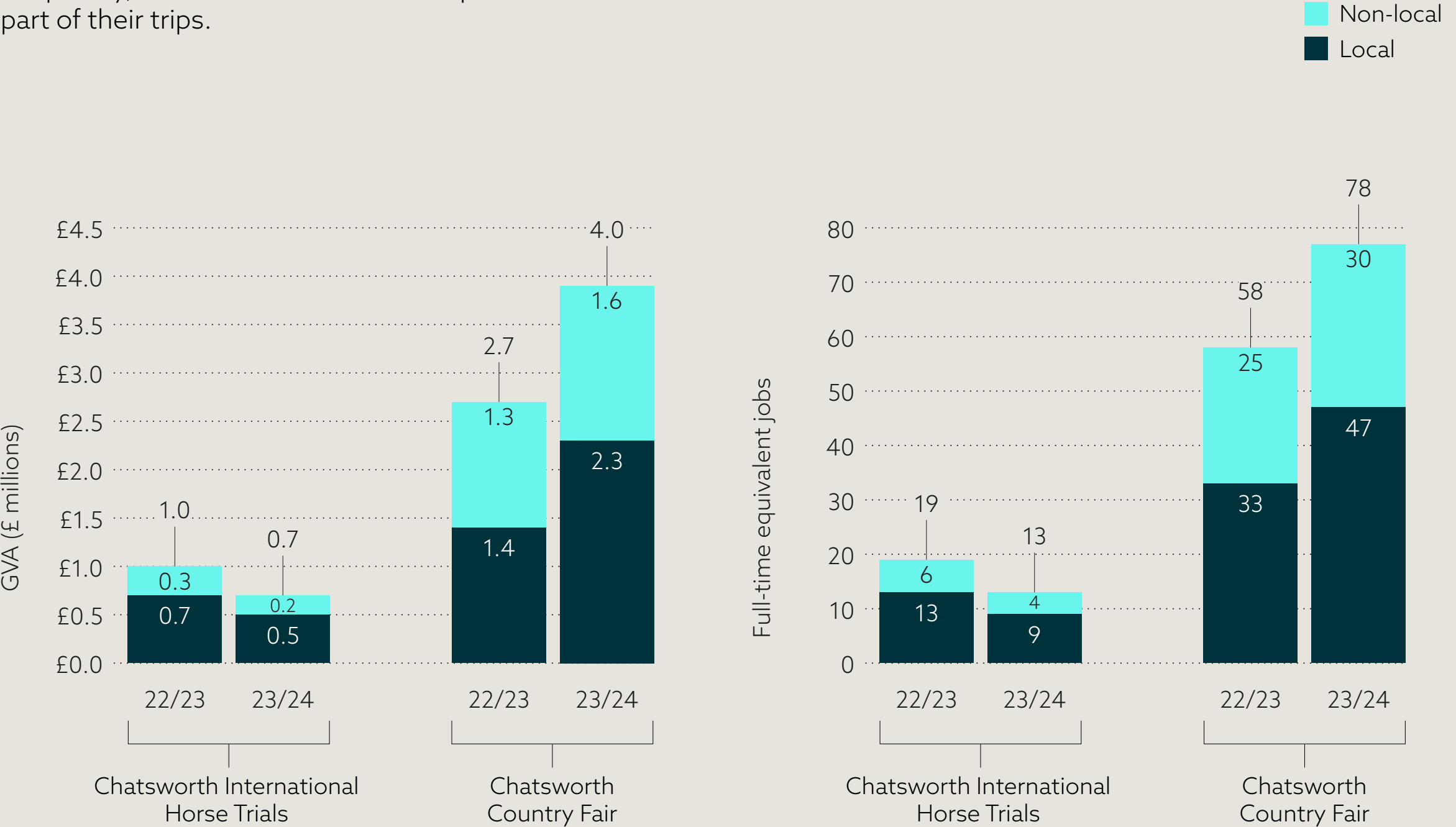
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Impact of Visitors to Our Large Events

This is the group's first economic impact report to include the effect of the Chatsworth International Horse Trials and Chatsworth Country Fair. These two large events attracted over **50,000** visitors in 2022 and over **60,000** visitors in 2023. Both events provide opportunities for local businesses to exhibit and sell their products to a wide audience. In addition, visitors are able to purchase refreshments through the day from catering stalls, and there are activities for all visitors to take part in, such as clay pigeon shooting, fishing and fairground rides.

In 2023/24, visitors to both events spent nearly **£8 million** on-site with the stallholders, and **£3 million** on retail, hospitality, accommodation and transport elsewhere as part of their trips.

Our analysis split the expenditure that took place on-site between local stallholders at each event, and those stallholders who are based further afield, in order to better estimate the impact on the local economy. In 2022/23, the expenditure by visitors to the two events generated £3.7 million GVA and supported 77 FTE jobs, of which £2.1 million GVA and 46 FTE jobs were supported in the local economy. Due to greater visitor numbers to the events and each visitor spending more on average, this impact grew in 2023/24 to £4.7 million GVA and 91 FTE jobs. Of this total impact, £2.8 million GVA and 56 FTE jobs were supported in the local economy surrounding the Chatsworth Estate.



Impact of Devonshire Group's Tenants

The Devonshire Group owns a significant amount of land and property, mostly in Derbyshire, Yorkshire and Sussex, and much of which is leased to commercial tenants. The type of tenant business varies greatly including farms, offices, quarries, shops, cafés, holiday cottages, caravan parks, golf courses and a brewery.

Over the past two years, the economic impact of our tenants has continued to grow to over **£110 million** GVA and **1,609** FTE jobs in the UK in 2023/24.

Our commercial tenants generate the largest GVA (£74.7 million) and employment (1,138 FTE jobs) impact. This is boosted by the construction of a number of industrial units in Staveley, Derbyshire in 2023/24, that provide commercial space for local businesses.

Our tenant farms cover approximately 13,800 ha (34,100 acres) of land in Derbyshire and Yorkshire, and their activity generated £10.4 million GVA and 230 FTE jobs in those regions. The land is mainly used for grazing cows and sheep, as well as for dairy and arable farming.

The economic impact generated from Peak Village shopping outlet has steadily increased year-on-year to £2.8 million GVA and 74 FTE jobs in 2023/24. The site continues to go from strength to strength as footfall increased to approximately 535,000 visitors throughout 2023/24, and a number of new shops have opened in previously empty units. In addition, turnover of the site has grown by 64% during the Devonshire Group's ownership.

Our quarry tenants generated an extra £10 million GVA in 2023/24 compared to the baseline year. This was due to official figures suggesting that the GVA generated per worker from our active quarries increased compared to previous years, whilst the number of FTE jobs supported remains relatively stable.



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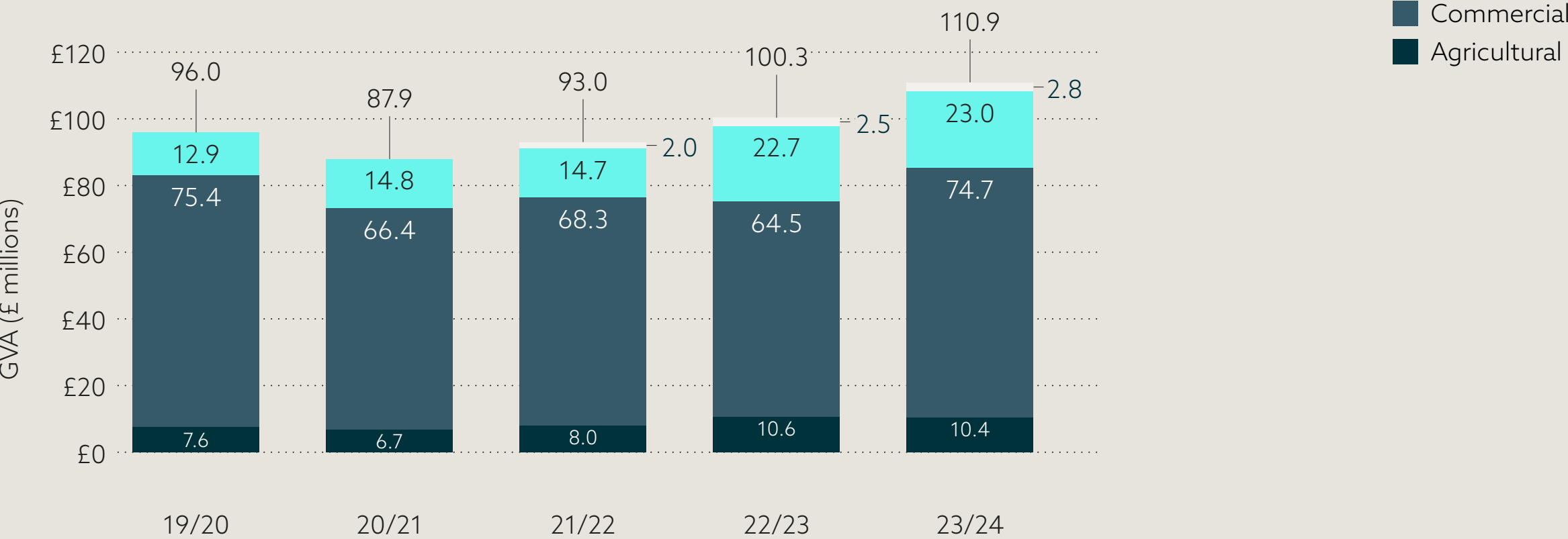
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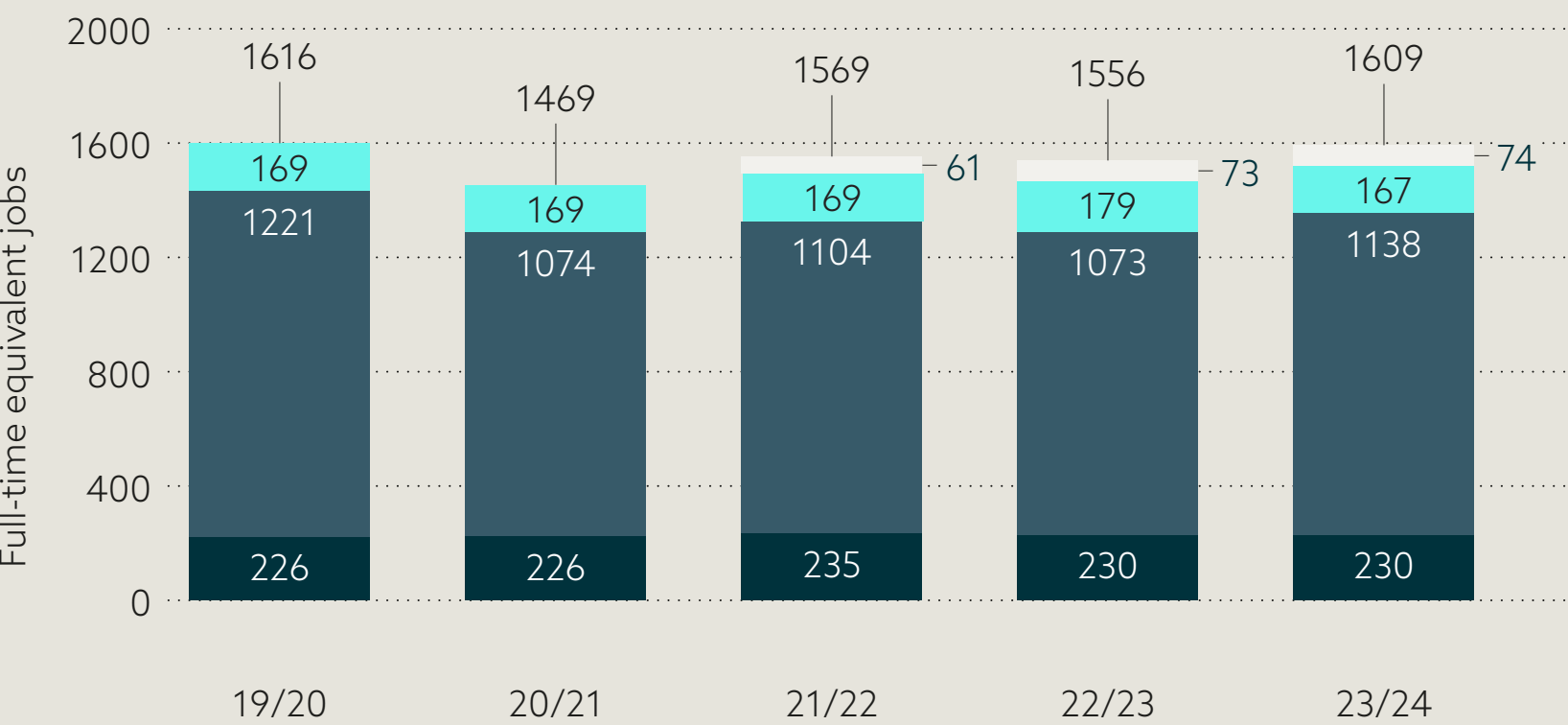
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GVA Impact by Type of Tenants



Employment Impact by Type of Tenants



Summary of the Devonshire Group's Economic Impact – UK Impact

UK GVA (£ million)	2019/20	2020/21	2021/22	2022/23	2023/24	Change vs Baseline Year
Direct	£43.4	£25.5	£73.4	£34.7	£36.9	-£6.5
Suppliers	£18.2	£10.1	£16.0	£26.2	£30.1	£11.9
Employees	£5.7	£4.7	£5.4	£6.9	£7.3	£1.6
Visitors	£33.2	£12.9	£35.8	£39.8	£45.7	£12.5
Core Impact of the Devonshire Group	£100.6	£53.2	£130.7	£107.7	£120.0	£19.4
Agricultural Tenants	£7.6	£6.7	£8.0	£10.6	£10.4	£2.8
Commercial Tenants	£75.4	£66.4	£68.3	£64.5	£74.7	-£0.7
Quarries	£12.9	£14.8	£14.7	£22.7	£23.0	£10.1
Peak Village	£0.0	£0.0	£2.0	£2.5	£2.8	£2.8
Total Impact of the Devonshire Group	£196.6	£141.1	£223.7	£208.0	£230.8	£34.3

UK Employment (Full-time equivalent jobs)	2019/20	2020/21	2021/22	2022/23	2023/24	Change vs Baseline Year
Direct	672	557	650	717	749	77
Suppliers	261	152	256	370	372	111
Employees	106	84	95	107	101	-5
Visitors	724	278	769	825	828	104
Core Impact of the Devonshire Group	1,763	1,071	1,769	2,019	2,049	286
Agricultural Tenants	226	226	235	230	230	4
Commercial Tenants	1,221	1,074	1,104	1,073	1,138	-83
Quarries	169	169	169	179	167	-2
Peak Village	-	-	61	73	74	74
Total Impact of the Devonshire Group	3,379	2,539	3,338	3,575	3,658	279

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Summary of the Devonshire Group’s
Economic Impact — Local Impact

Regional GVA (£ million)	2019/20	2020/21	2021/22	2022/23	2023/24	Change vs Baseline Year
Derbyshire	£89.1	£66.1	£97.6	£111.5	£123.5	£34.4
Yorkshire	£21.2	£17.0	£22.1	£23.0	£25.3	£4.1
Sussex	£34.1	£14.6	£14.8	£12.0	£14.2	-£19.9
Local Impact	£144.4	£97.7	£134.5	£146.6	£163.0	£18.6
Other UK	£52.1	£43.4	£89.2	£61.4	£67.8	£15.7
Total	£196.6	£141.1	£223.7	£208.0	£230.8	£34.3

Regional Employment (Full-time equivalent jobs)	2019/20	2020/21	2021/22	2022/23	2023/24	Change vs Baseline Year
Derbyshire	1,736	1,314	1,863	2,015	2,073	337
Yorkshire	489	393	478	473	487	-2
Sussex	404	238	241	243	257	-147
Local Impact	2,628	1,945	2,582	2,732	2,817	189
Other UK	751	594	756	843	841	90
Total	3,379	2,539	3,338	3,575	3,658	279

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LOOKING AHEAD

Revisiting Goal 5, where we seek to ‘double the benefit to local economies from our organisations’, we will sharpen our efforts with a focus on four key areas:

1. **The natural growth of our own businesses and operations, which brings with it a general growth in high quality jobs.**

In 2023/24, our direct employment impact has grown to 749 FTE job roles, an increase of 77 jobs from the baseline year. This has been made possible by the Devonshire Group’s investment to redevelop our properties to create modern workspaces in a rural setting.
2. **Continuing to make property available to existing or prospective tenants to enable their businesses to grow and flourish.**

We are already seeing footfall and revenue growth at Peak Village shopping outlet, which directly benefits our tenants on-site. In addition, the construction of new industrial units in Derbyshire has provided commercial space for a number of local businesses.
3. **Converting days to stays by expanding the number and range of offers that the Devonshire Group has and also by working in partnership with other local accommodation providers.**

We have recently invested in five luxury shepherds’ huts that can accommodate up to four people. This offer is managed by an estate tenant in partnership with the group, and has proven to be one of the most popular ways to stay at Chatsworth. In 2024, we acquired a new hotel on the edge of the Chatsworth Estate which will widen our offer to new audiences while creating local employment opportunities.
4. **A continued focus on local sourcing, which not only helps the local economy but also reduces the carbon footprint in our supply chain.**

We spent £18 million with local suppliers in 2022/23 and over £22 million in 2023/24. We aim to spend at least 50% of all our supply chain purchases with local businesses in the next few years.

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INTRODUCTION: ENVIRONMENTAL IMPACT

As global temperatures continue to rise, the urgency to address the climate crisis has never been greater. We know that limiting global warming to 1.5°C is essential to prevent devastating impacts on ecosystems, economies, and communities worldwide.

The following chapter outlines the Devonshire Group’s response to the climate crisis. It provides the fundamentals behind how an organisation measures its greenhouse gas emissions and sets targets for reaching Net Zero. We then share our carbon accounts for our baseline year, 2021, as well as our decarbonisation pathways and progress against these targets.

Colleagues across the organisation have been decarbonising our operations for years, and this strategy builds upon that progress. It outlines a new ambitious and long-term commitment to reducing emissions, accelerating efforts towards a resilient, low-carbon future.



CONTEXT SETTING

The Paris Agreement, adopted in 2015, brings together nearly every country in the world with the shared goal of limiting global warming to well below 2°C, ideally to 1.5°C, compared to pre-industrial levels. Doing so significantly reduces the risks and impacts associated with climate change, ensuring the planet remains functional and habitable for future generations. To achieve 1.5°C, global emissions must halve by 2030, and drop to Net Zero by 2050.

To reach Net Zero, an organisation must deliver rapid and steep cuts to gross emissions, consistent with global emissions trajectories which limit warming to 1.5°C. Once gross emissions have been cut by at least 90%, residual emissions may be neutralised using carbon offsets, such as tree planting. For as long as residual emissions are balanced out by carbon removals, the organisation is at a point of Net Zero emissions.

Greenhouse gases (GHG) cover a range of compounds, the most common of which are carbon dioxide, methane and nitrous oxide. Each of these gases affects the climate to varying degrees over varying timeframes. The global warming potential for a tonne of a given gas is the number of tonnes of CO₂ that would be needed to produce the same warming effect. For example, 1 tonne of nitrous oxide has the same global warming effect as 273 tonnes of CO₂. This gives us a single unit – carbon dioxide equivalent (CO₂e) – simplifying the process of measuring and reporting greenhouse gases in terms of carbon.

In carbon accounting, corporate greenhouse gas emissions are grouped according to responsibility:

- **Scope 1** emissions are those for which an organisation is directly responsible, i.e. emissions from operations owned or controlled by the organisation. It includes emissions from purchased fuel (natural gas in a boiler or petrol in a vehicle), as well as emissions from owned livestock and direct emissions associated with land management.
- **Scope 2** emissions are those associated with energy which an organisation has bought and consumed, but another company has generated, i.e. electricity from the national grid, or heat from a district heat network.
- **Scope 3** emissions are those for which an organisation is indirectly responsible, e.g. emissions associated with visitor travel, or leased assets. The organisation can often influence, but not control, these emissions.

BASELINE EMISSIONS

For more than a decade, we have calculated and reported on emissions from owned and operated property (scopes 1 & 2), and emissions data is a key component of our triple bottom line reporting framework. In order to develop a strategy for reaching Net Zero, we first needed to establish our baseline emissions. We enlisted the help of Pilio, specialists in climate and nature solutions, and conducted a full assessment of scopes 1 to 3. Gross emissions for 2021, our baseline year, are displayed overleaf.

Net emissions, taking into account the carbon dioxide absorbed by our forests and locked into forest products, and our procurement of zero-carbon electricity, are calculated separately but not reported below. Further work is currently underway to establish the carbon sequestered by agricultural soils, moorland and hedgerows; our net position at present is therefore incomplete. Our focus in the near term is on delivering ambitious cuts to gross emissions.

Scope 1 & 2 emissions make up 8% of our total baseline. They consist of emissions from owned and operated property (3%), and our vehicle fleet (1%). They also include emissions from livestock and soils on our in-hand farms (5% of our baseline).

All other emissions fall within scope 3. Procurement (6% of our baseline) covers emissions within our supply chains, and distribution emissions (2%) are those associated with the transportation of purchased products.

Staff commute comprises emissions from journeys to and from work, and business travel in colleagues’ own vehicles, and makes up 1% of our baseline.

Visitor travel is our second largest impact, amounting to 12% of our baseline, and accounts for visitors’ journeys to and from Chatsworth, Peak Village, Bolton Abbey and our hotels and holiday cottages.

Tenants make up the largest proportion of our baseline (70%) and consist of residential and commercial property (2%), quarries (16%) and farms (52%).

Further detail on each of the emissions sources is included in the Overall Targets section of the report.

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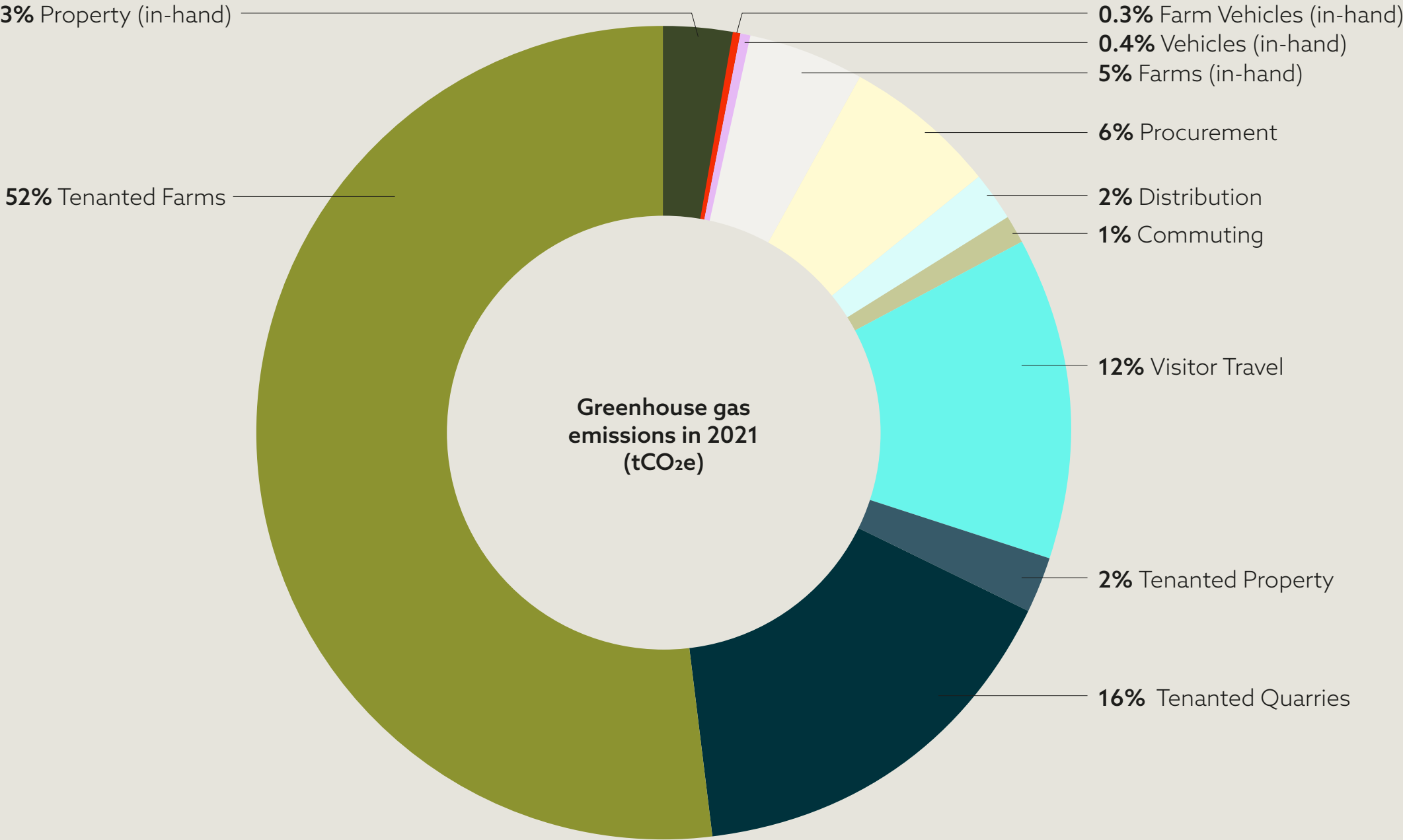
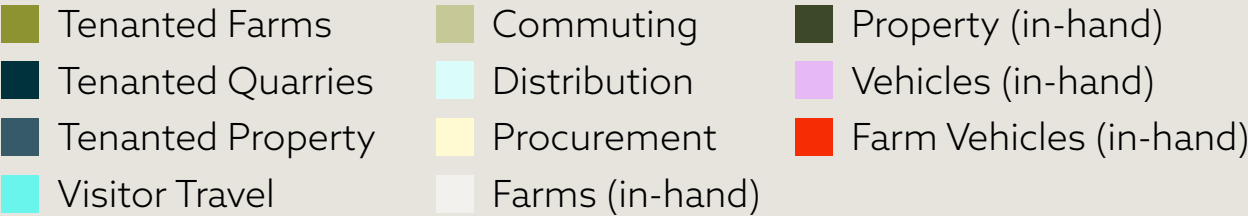
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OUR PATHWAY TO NET ZERO

Having established a baseline, colleagues from across the Devonshire Group came together to develop ambitious pathways for all emissions sources. Crucially, these align with the trajectories required to limit global warming to 1.5°C, delivering steep cuts to gross emissions.

For in-hand property and vehicles, we will reach Net Zero by 2040, and deliver a 40% reduction in gross emissions (relative to a 2021 baseline) by 2030. We will achieve this by continuing to invest in renewables and accelerating our programme of energy efficiency upgrades. For vehicles, we will continue to incrementally electrify our fleet, and make use of biofuels.

Our in-hand farms will reach Net Zero by 2050, and deliver a 30% reduction in net emissions by 2030. This is in line with the latest guidance, which recognises the role that farming operations can have in sequestering carbon in soils and trees. For our in-hand farms, this means continuing to farm using regenerative principles and use resources efficiently.

For scope 3, our aim is to reach Net Zero by 2050, in line with the UK and Ireland’s Paris-aligned decarbonisation targets. Our actions for scope 3 will focus on decarbonising tenanted property and supporting green and active travel.

Our final net position will account for carbon sequestration, and further data is being collected to determine the amount of carbon sequestered by agricultural soils and moorlands. Estate forests currently sequester around 16,000 tCO₂ each year.

By concentrating efforts where we have the most control and influence, we aim to maximise our impact, reaching Net Zero across all scopes by 2045.

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Tenanted Property

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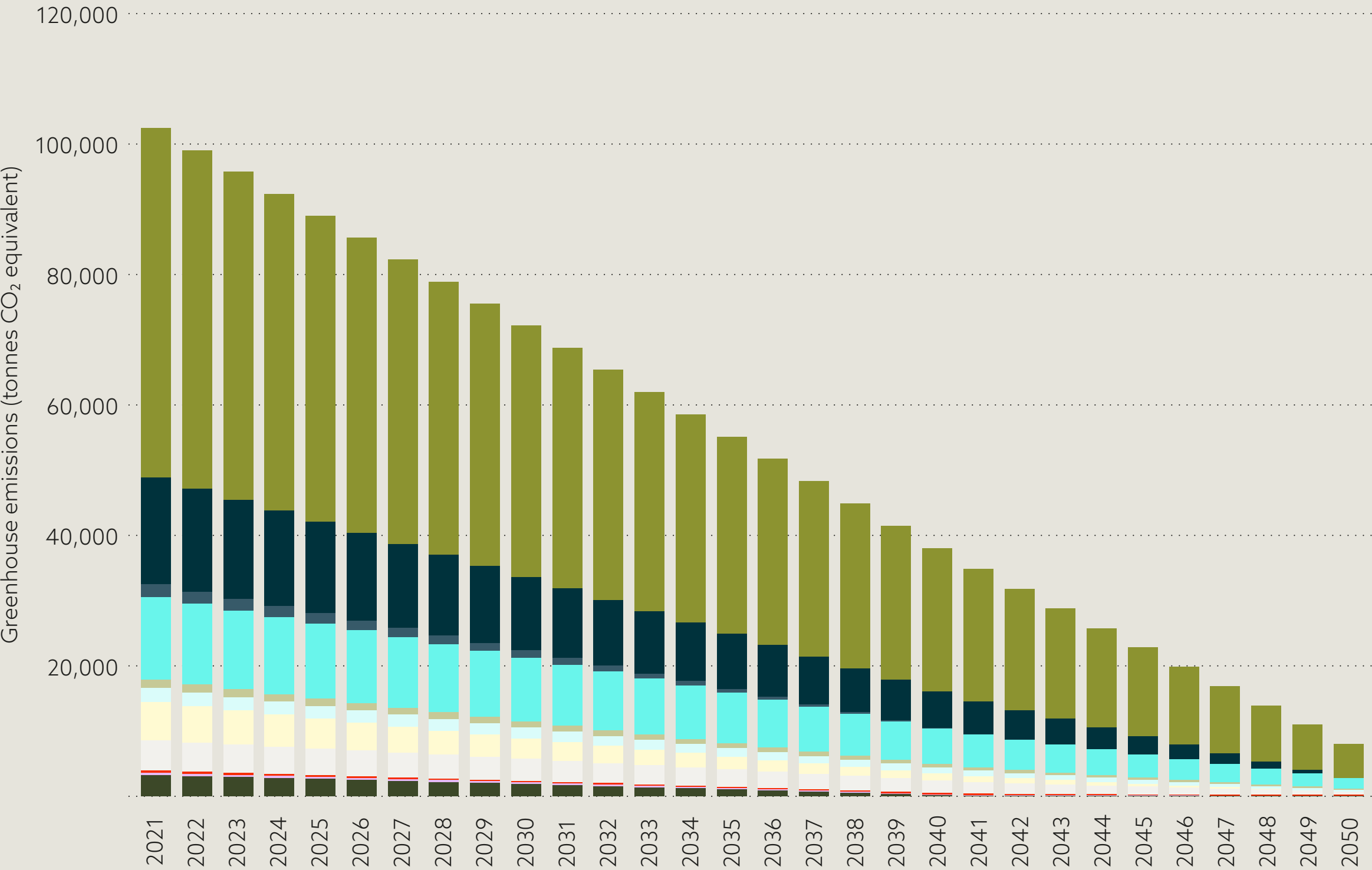
Procurement

Farms (in-hand)
- Property (in-hand)

Vehicles (in-hand)

Farm Vehicles (in-hand)

Devonshire Group emissions pathways 2021-2050



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OVERALL TARGETS

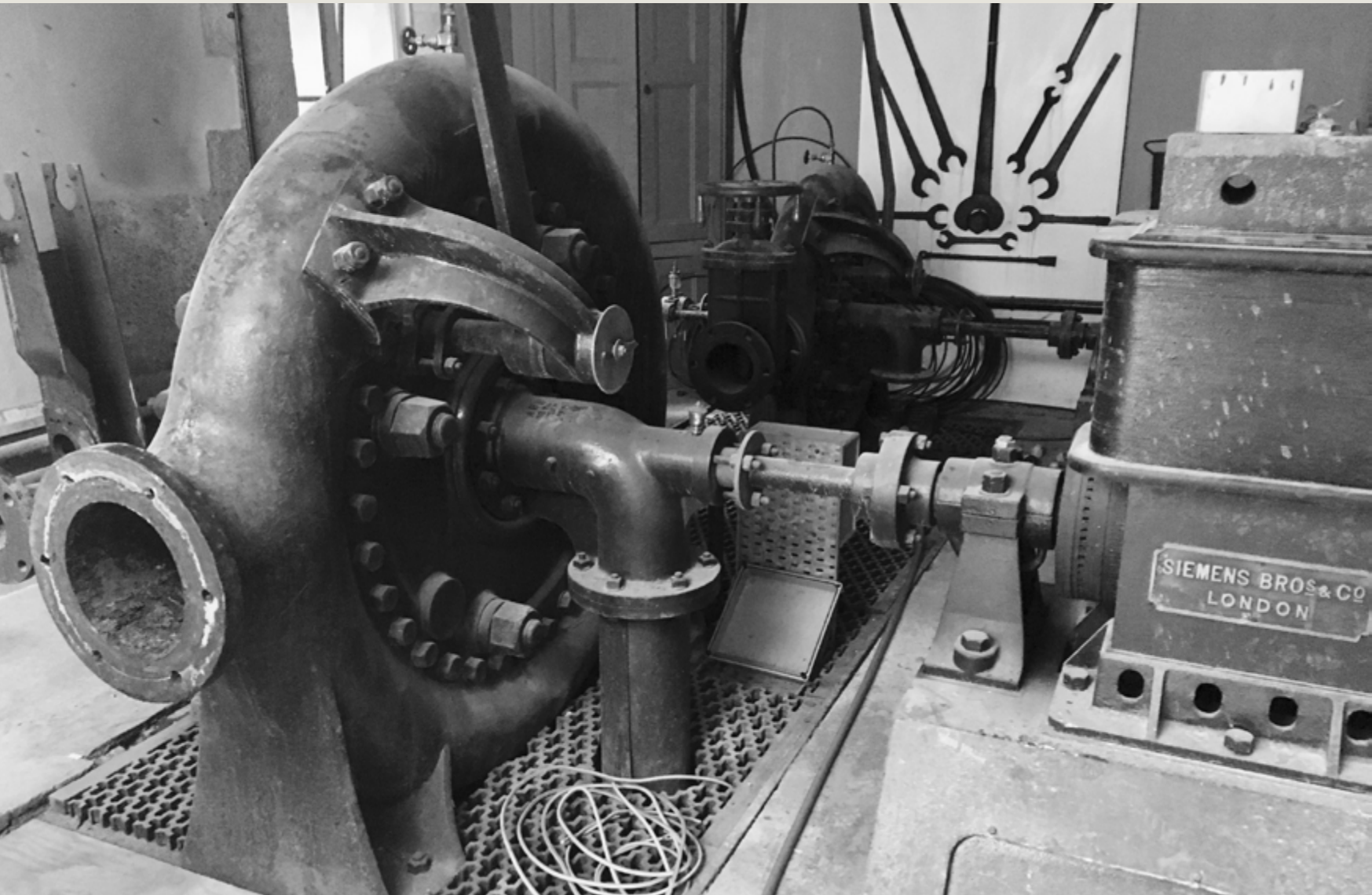
Property

Property emissions make up 5% of our baseline, with 3,238 tCO₂e (3%) coming from in-hand property, and 1,998 tCO₂e (2%) derived from let property (residential and commercial).

We are proud custodians of culturally significant heritage assets, and an enormous amount of care goes into safeguarding property and land for future generations. We aim to ensure that all our properties are prepared for a low-carbon future.

Whether tenanted or operated in-hand, our decarbonisation targets are the same, and the most ambitious of all our emissions pathways. We will deliver rapid and steep reductions in emissions across our property portfolio, through energy efficiency improvements and investment in renewables.

This isn't a new area of work for us. The first hydro-electric turbine at Chatsworth, the Emperor Turbine, was installed in the 1890s. A modern system, installed in 2017, helps power the site to this day.



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The majority of electricity bought by the Devonshire Group is supplied through green energy contracts, supporting the transition to renewable electricity generation. Emissions are calculated using average emission factors for the UK and Ireland’s electricity grids (location-based emissions). The greening of the UK and Ireland’s electricity grids means that properties heated and powered by electricity will decarbonise over time. Our modelling conservatively assumes that our estates will be supplied with zero carbon energy by 2040.

Each year, we will aim to move 5% of our fossil fuel heating to heat pumps, and reduce overall energy demand by 0.7% through energy efficiency measures. We will also continue to electrify our operations by replacing gas-fired kitchen equipment with electric alternatives. The Cavendish Hotel at Baslow, for example, was recently fitted with a fully electric kitchen and air source heat pumps, helping to lower emissions while providing a better, cooler working environment for the team. We will focus our attention on projects which provide the best value, delivering the greatest emissions reductions for the lowest cost and least disruption. That may mean also deploying other renewable technologies, such as solar or biomass heating.

For instance, in recent years, the majority of heating at Chatsworth was supplied by a combined heat and power (CHP) plant fuelled by natural gas. A review of its performance, both economic and environmental, led to its decommissioning. The district heat network it supplied is now entirely powered by biomass boilers, supplied by woodchip from the estate. The site’s emissions from heating and power have fallen by 616 tCO₂e (39%) since 2021 and by the end of 2025, forecasts suggest emissions will be 1,000 tCO₂e (68%) lower than the baseline.

In recent years, our in-hand property portfolio has grown, by bringing previously-let property in-hand (for use as holiday accommodation for example), by the acquisition of sites like The Highwayman Hotel, or by extending existing properties. For these sites, pathways have been

designed which leave zero residual emissions (as opposed to 10%). This means that overall emissions targets vary year on year, but our long term ambition of Net Zero emissions by 2040 remains unchanged.

In-hand property emissions were 2,653 tCO₂e in 2024, a decrease of 585 tCO₂e since the baseline. This is ahead of target, despite an increase in the number of properties in the portfolio. A number of our larger sites are ahead of their reduction target (14%), including the Bolton Abbey Estate Office (18%), Pilsley Inn (21%), the Cavendish Hotel (23%), Beeley Inn (25%), the Devonshire Arms at Bolton Abbey (27%) and the Cavendish Pavilion (40%).

Energy efficiency upgrades also have enormous potential for lowering emissions. At Peak Village, improvements have been made to a number of the let units in recent years. Using data from up to date Energy Performance Certificates (EPCs), annual emissions from Peak Village tenants are estimated to be 70 tonnes (36%) lower than 2021, far outperforming the site’s target of a 14.8% reduction.



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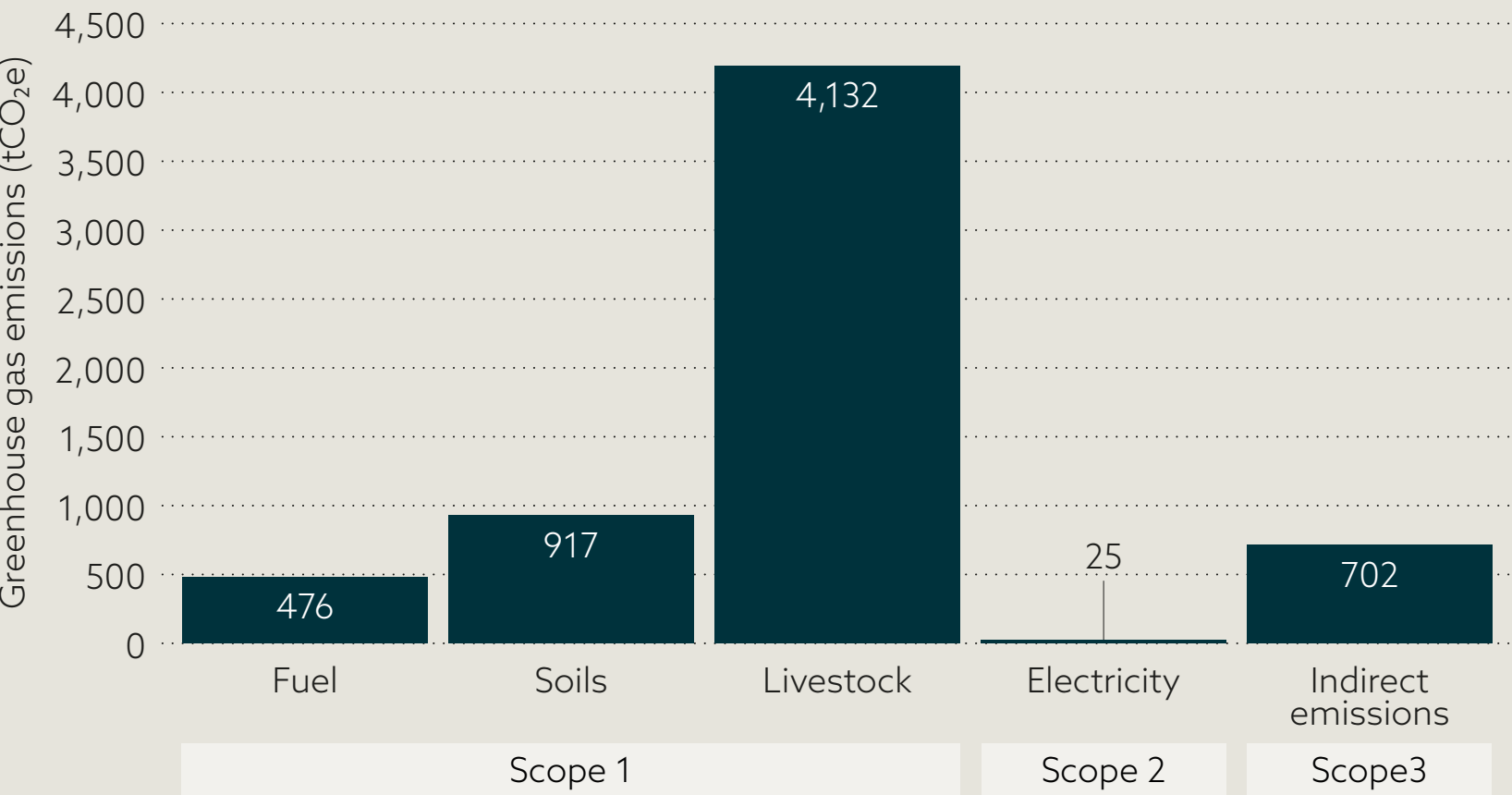
Land

Agriculture, deforestation, and land-use change contribute significantly to global greenhouse gas emissions. However, land can also be a powerful tool for carbon sequestration, and delivers a multitude of other ecosystem services. Land therefore plays a critical role in delivering a more resilient, low-carbon future.

The Devonshire Group’s in-hand farming enterprises are made up of an arable unit in Derbyshire, livestock operations at Chatsworth and a mixed farm at Lismore. Farming enterprises have direct emissions (scope 1) in 3 key areas:

- **Combustion of fuel:** for heating, or operating machinery and vehicles
- **Emissions from livestock:** methane produced by fermentation during digestion
- **Emissions from soils:** nitrous oxide released after the application of manure or artificial fertilisers, or the breakdown of crop residues

Devonshire Group in-hand farms emissions (2024) by scope



*2024 data has been calculated using the Farm Carbon Calculator. Baseline emissions for our arable farm were calculated using the Cool Farm Tool.

For farms, scope 3 includes indirect emissions from the production of artificial fertilisers and capital items, the transport of goods, contractor’s operations, and the management of waste.

In 2024, total emissions from in-hand farming operations amounted to 6,252 tCO₂e, an increase on baseline emissions of 4,654 tCO₂e. This can be attributed predominantly to an increase in output across the Derbyshire farms and improvements in reporting. Since 2020 the arable operation has grown by 30 ha, and cereal output by 410 tonnes. At Chatsworth, breeding cow numbers have increased from 250 to 300 in order to meet ever increasing demand from the Chatsworth Farm Shop, and in-hand hotels and restaurants for top quality, local produce. All progeny, as well as some cattle purchased from estate tenants, are now also finished on farm, further increasing the number of cattle on farm at one time.

A full breakdown of the in-hand farms’ gross emissions is provided below.

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Whilst output and emissions have increased, our in-hand farms are managed with natural capital in mind. This includes the adoption of regenerative principles: management practices which increase biodiversity and enhance soils and their capacity to sequester carbon.

In 2022, the arable operation purchased a direct drill to facilitate a move to no-till farming. This reduces emissions in two ways: reducing field operations lowers fuel consumption, and minimising soil disturbance reduces soil emissions. This has seen a significant decrease in field fuel usage since 2020, despite an increase in cropping area. Wet conditions can occasionally necessitate conventional planting methods, however 2024 saw all land planted using the direct drill, and as soil conditions improve, it is hoped this will continue.

While livestock emissions appear high, at 2,100 ha, the land at Chatsworth is extensively farmed, delivering agri-environment scheme outcomes to maintain and restore upland pastures. This includes the establishment of 165 ha of herbal leys, which are a combination of grasses, herbs and clover. Legumes in the sward fix nitrogen from the atmosphere, resulting in zero artificial fertiliser use since 2020. Everything fed to cattle is grown on the estate, with barley replacing bought-in concentrates.

GHG emissions at the in-hand farm at Lismore have remained fairly static over the last 3 years due to minimal change in livestock numbers and cropping area. In 2024 the farm had 185 store cattle which contributed 435 tCO₂e. Emissions from fertiliser use and production have reduced, as the farm continues a move to low-input grasslands.

The figures above cover gross emissions only, but it is important to also consider carbon sequestration. Improving soil health and increasing vegetation in hedges, margins and in-field trees can notably increase sequestration on farmland. However, accounting for soil carbon is complex, and requires site-specific data.

Colleagues are in the process of surveying the 836 ha of moorland at Chatsworth, assessing the condition of the vegetation and the depth of peat over a period of 3 years. This valuable data will provide an assessment of current carbon stocks and the rate at which the land locks in additional carbon. It will also help us identify opportunities for moorland restoration.

All 2,100 ha of land at Chatsworth’s livestock farm is entered into agri-environment schemes, supporting low-input grasslands which provide habitats for wading birds, maintaining historic features and strengthening the character of the landscape. As part of the farm’s Countryside Stewardship agreement, 32 ha of wood pasture is being created, involving the planting of 135 trees. Soil carbon data is being collected to help quantify the increased carbon sequestration across the wood pasture.

Agri-environment agreements are supporting the use of cover crops. Grown between harvesting crops in the autumn and sowing new crops in the spring, cover crops protect the soil from winter weather and provide feed for sheep. This reduces nutrient loss and improves soil structure and fertility.

The in-hand farm at Lismore comprises 90 ha of grassland, the majority of which is liable to flooding and farmed extensively. Artificial fertiliser usage is very low and multi-species grass leys are utilised where possible. In recent years stewardship work has predominantly focused on hedge and tree planting, and a further 200 metres of whitethorn hedges will be planted in 2025.

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Tenant Farms

The majority of Devonshire Group land is looked after by tenants, many of whom have been part of our estates for generations. Tenant farms cover around 3,000 ha at Lismore, 10,000 ha in Derbyshire and 3,000 ha in Yorkshire. These holdings are estimated to emit 53,670 tCO₂e per annum, 52% of our total baseline. Baseline emissions have been estimated using national averages for different types of holdings, and the confidence level for the accuracy of these figures is therefore low.

Whilst we acknowledge the imperfections in this methodology, with more than 16,000 ha between them, tenant farms’ emissions are likely to represent a significant proportion of our gross baseline. The carbon sequestered by tenanted land is also likely to be of significance to the group’s net position, and there will undoubtedly be opportunities for further sequestration. Our aim is to work with our tenant farmers, to build a clearer picture of their emissions and sequestration, and help them join us on our Net Zero journey.

Another significant land-use on our let estate is quarrying. Emissions have been estimated using data on the quarries’ economic output (in Gross Value Added) and government emission factors. The confidence level for the accuracy of these figures is therefore also low. We have modelled a gradual decarbonisation of quarrying, reaching Net Zero by 2050 and reflecting targets set by our tenants. In terms of leased assets, our efforts will be focused on decarbonising let property and working with tenant farmers.

Forestry

With 1,434 ha in Derbyshire, 568 ha in Yorkshire and 736 ha at Lismore, our estates’ forests are managed in-house, providing a sustainable source of timber, firewood and woodchip. In 2024, 13,986 tonnes of material was extracted, and tens of thousands of trees replanted, ensuring a sustainable harvest. A diversity of species is used, helping protect the woodlands against the threat of pests and diseases and climate change.

Our carbon baseline shows gross emissions, and therefore doesn’t reflect the carbon sequestered by land. For a number of years, we have calculated the carbon sequestration of our forests, which represent a significant carbon sink. Sequestration rates for woodland are calculated using Carbon Lookup Tables from the Forestry Commission’s Woodland Carbon Code.

In 2021, Devonshire Group forests sequestered 16,717 tCO₂. Thanks to responsible management, the carbon sequestered by estate woodlands stays fairly consistent year on year. In 2024, woodland sequestration stood at 17,106 tCO₂.

At Bolton Abbey, an exciting new 5 year project began in the winter of 2024/25, increasing conservation woodland on the estate. With around 70,000 trees planted, phase 1 will create an additional 70 ha of additional woodland habitats. Sites and species (all broadleaf) have been carefully selected to improve biodiversity and create wildlife corridors, slow the flow of water and reduce flood risk, and sequester carbon to support our journey to Net Zero.



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Transport

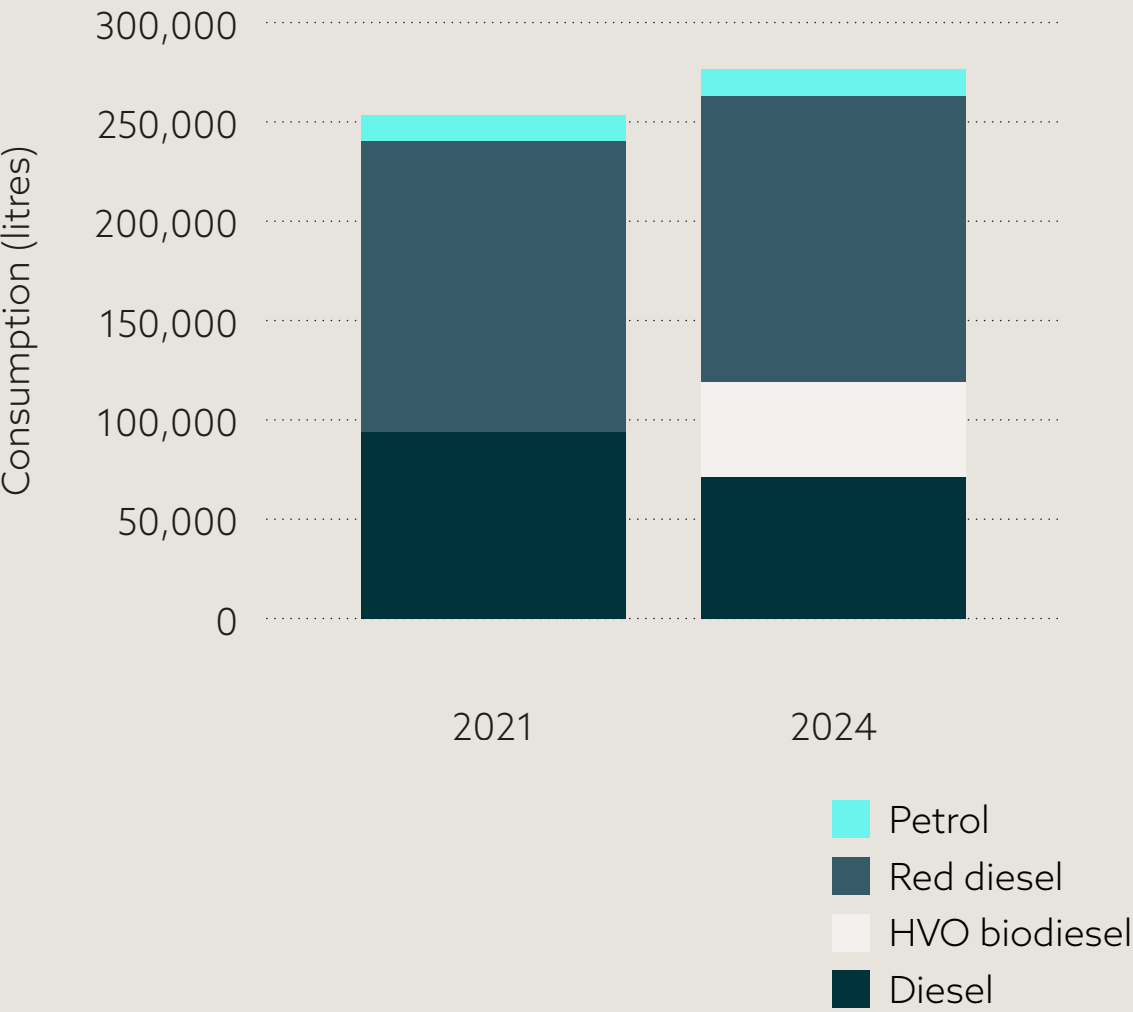
All of our operations rely heavily on transport, whether that’s colleagues’ journeys, the distribution of goods and services, or the impact of visitors travelling to and within our estates.

Direct emissions from transport make up 1% of our baseline, covering 675 tCO₂e. This includes all vehicles and machinery owned and operated by the Devonshire Group, from golf buggies to tractors. In general, decarbonising transport means switching to electric vehicles. We’re aiming to move 3% of our total fleet miles to electric vehicles per year. For farms vehicles and heavy machinery where electric alternatives are unavailable, we will move 2% of fuel use per year to biodiesel.

This isn’t new to us, our first electric vans joined the fleet in 2017, and electric vehicles are in use by teams in Derbyshire and Yorkshire.

In 2024, emissions from owned and operated vehicles and machinery came to 566 tCO₂e, a saving of 109 tCO₂e compared to the baseline. This represents a 16% reduction, considerably ahead of our 2024 target of 6.2%. The primary driver is a partial shift from diesel to hydrotreated vegetable oil (HVO), a biodiesel made from renewable sources with significantly lower emissions.

A much greater source of transport emissions comes from our indirect activities, making up 14% of our baseline. Our pathways model a 3% per annum shift to electric vehicles. For example, distribution of goods and services makes up 2,153 tCO₂e (2% of our baseline), and we expect this to gradually decrease with the electrification of vehicles in the UK and Ireland. We have chosen not to recalculate distribution emissions year on year, instead focusing on shortening supply chains through our local sourcing target.



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Visitors make up the largest source of transport emissions, accounting for 12,701 tCO₂e (12%) of our baseline. In 2024, visitor transport emissions increased to 13,670 tCO₂e, due to a net increase in footfall across attractions. We aim to support a transition to greener travel by supporting and encouraging uptake of public transport and active travel.

Visitor transport emissions are estimated using a combination of car park data, footfall counters, post visit survey data (on the distance travelled and modes of transport used) and government emission factors.

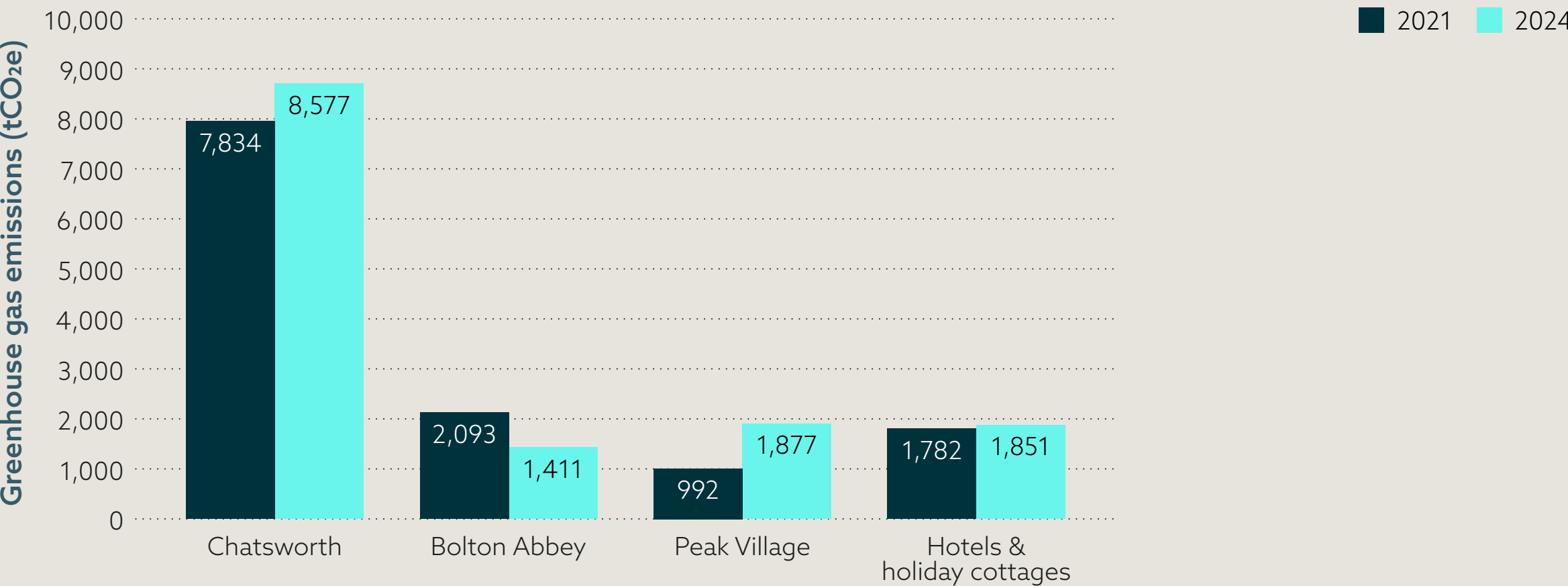
At Chatsworth, the post visit survey tells us that most visitors to the attraction (95.4%) arrive by car, and these make up a similar proportion of emissions. Group visitors are accounted for separately, and emissions from coach journeys account for 3.5% of emissions. The increase in emissions from 7,834 tCO₂e to 8,577 tCO₂e can be attributed to an increase in ticketed visitors (excluding Chatsworth Friends, corporate tickets and Estate Pass holders), up from 463,000 to 498,000 and an increase in length of the average return journey (from 154 miles to 166 miles).

Emissions for visitor travel at Bolton Abbey are estimated using survey data on distances travelled and the number of cars parked. The drop in emissions from 2,093 tCO₂e to 1,411 tCO₂e can be attributed to shorter average return journeys (from 82 miles to 67 miles) and fewer cars parked (from 92,000 to 78,000).

Peak Village visitors' emissions are estimated using post visit survey data on modes of transport used and an assumed journey distance (30 mile round trip), and extrapolated to all visitors using data from footfall counters. The majority of visitors (94.6%) and emissions (96.1%) are associated with cars. The increase from 992 tCO₂e to 1,877 tCO₂e is due to significantly increased footfall (610,000 visitors, up from 309,000 in 2021).

For hotels and holiday cottages, survey responses determined distances travelled and modes of transport. Hotels' guests displayed lower average emissions (30 kgCO₂e/guest) than holiday cottages (37 kgCO₂e/guest). The increase in overall emissions is proportionate with a slight increase in guests (60,000 compared to 58,000).

Visitor transport emissions 2021 vs 2024



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Overall, average emissions per visitor have fallen slightly 7.59 kgCO₂e to 6.98 kgCO₂e. This includes visitors to the park and stables at Chatsworth (non-ticketed). Assuming no significant increases in journey distances, we would expect to see average emissions per visitor fall, as passenger vehicles decarbonise. We aim to encourage longer stays, converting day visitors to overnight visitors, and support and encourage green means of transport.

We provide visitors and guests with information on greener ways to travel, and for a number of years we have partnered with local bus service providers to incentivise use of public transport. At Chatsworth, we offer visitors complimentary hire of our multi-media guide if they travel to us by bus, train or bicycle. In 2024, 12,308 visitors made use of this offer, supporting local services.

As well as lowering emissions, supporting public transport and active travel also reduces congestion on local roads and helps our visitor attractions attract more diverse audiences. Our local communities also benefit, with easier access to vital services. Colleagues and volunteers can also reduce their reliance on cars to commute to work and to get around our sites.

Emissions from commuting make up 1,256 tCO₂e (1% of our baseline). This was estimated using surveys of colleagues and volunteers. It also includes business travel in colleagues’ own vehicles, calculated using mileage data.

To support greener commuting, we have established a mechanism for facilitating lift-sharing using our new colleague app, Blink. Colleagues also have access to salary sacrifice schemes for leasing electric vehicles and for buying bikes or e-bikes.

In 2024, we invested in a small pool of e-bikes for colleagues and volunteers at Chatsworth and the Chatsworth Estate Office. The bikes are free to use during the day, to get to meetings or to run errands. The aim is to reduce avoidable car journeys and make it easier to travel between sites when lift sharing or commuting by bus.



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Procurement

Procurement emissions are those associated with the extraction, production and transportation of purchased goods and services, and account for 5,903 tCO₂e (6% of our baseline). Our procurement pathway models a 2.5% reduction in emissions each year, attributed to the gradual decarbonisation of the UK and Irish economies.

Our procurement emissions primarily include those from purchased goods and services, including capital items. These emissions were estimated by evaluating supply chain data for 2021/22. Suppliers representing 50% of total spend (107 suppliers, £16,420,810 spend), were categorised by industry and standardised emission factors were applied. These emissions were then extrapolated to account for 100% of spend.

Under procurement, we have also included indirect emissions associated with purchased energy and the

disposal of waste, both of which are calculated using government emission factors. Indirect energy emissions cover the emissions from extracting, producing and transporting fuels, and the transmission and distribution of electricity. Waste emissions account for the collection and transportation of materials to energy recovery or materials recycling facilities (as directed by the Greenhouse Gas Protocol, the corporate standard for carbon accounting).

To minimise the impact of the waste we generate, we follow the waste hierarchy. Our first aim is to reduce the volumes of waste we produce by working with our suppliers to limit the volume of material coming on to site, and reusing materials where possible. We then look to increase the amount of recyclable material which is separated on site. We closely monitor all waste streams, to identify areas for improvement.



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Sustainability is a way of thinking, adopted at all levels of the Devonshire Group, and a responsibility not taken lightly. Our people are the drivers of positive change. To help focus their efforts on decarbonisation, we have rolled out a bespoke training film to all colleagues and volunteers.

While decarbonisation has been a key part of our decision making for some time, we are now taking an important first step on our journey to Net Zero. Pathways are established for all emissions sources, and the focus is now on delivery.

These are long term and ambitious targets, affecting all corners of our organisation and beyond. Tackling climate change requires unity and collaboration. By bringing teams together, and seeking opportunities to work in partnership with those around us, we will help ensure our communities, landscapes and planet can thrive for generations to come.



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