DEVONSHIRE
GROUP

IMPACT REPORT

2025/2026

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THE DEVONSHIRE GROUP

The Devonshire Group encompasses the charities, businesses and estates cared for by 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. Operating across a diverse range of sectors, the group's activities include tourism, retail, food and drink, hospitality, residential and commercial property, property development, and sustainable forestry and farming. The organisation employs more than 1,400 people across 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.**

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INTRODUCTION

Lord Burlington
Chair, Devonshire Group

At the Devonshire Group, we view positive social, environmental and economic impact as critical factors in our success. In 2019 we made our **10 Goals for 10 Years** commitment to ensure that the places in our care bring measurable benefit to people, nature and local economies, now and into the future.

This report highlights our progress against these goals during 2025 and demonstrates how colleagues, volunteers, tenants and partners are helping to turn ambitions into action.

Environmental impact

We continue to reduce waste and greenhouse gas emissions, while strengthening plans to address emissions across our wider value chain. Across our estates, projects to create new woodland, restore habitats and support regenerative farming are helping to enhance biodiversity and build resilience to climate change.

Social impact

We are committed to making the places in our care welcoming, accessible and beneficial to local communities. During 2025 we provided learning opportunities for thousands of children and students, supported charities and community organisations, improved accessibility for visitors and continued to invest in the wellbeing and development of our colleagues and volunteers.

Economic impact

Our estates, charities and businesses make an important contribution to their local economies through employment, tourism, housing and support for suppliers. In 2025, we continued to invest in developments that will create jobs and business opportunities, while increasing support for local enterprises through our supply chains and visitor economy. These activities help strengthen the long-term prosperity and resilience of the communities in which we operate.

While we have made encouraging progress, we recognise that significant challenges remain. Reducing value chain emissions, maximising our economic impact and achieving excellence in visitor feedback and colleague survey scores will require continued collaboration, innovation and investment.

What stands out most in this year's report is the collective effort behind our achievements. Colleagues, volunteers, tenants and partners all play a vital role in creating positive social, environmental and economic impact.

Together, these efforts are helping us enhance our contribution, strengthening our ability to support people, nature and local economies long into the future.

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OUR COMMITMENT TO OUR SHARED FUTURE: 10 GOALS FOR 10 YEARS

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Goal 1

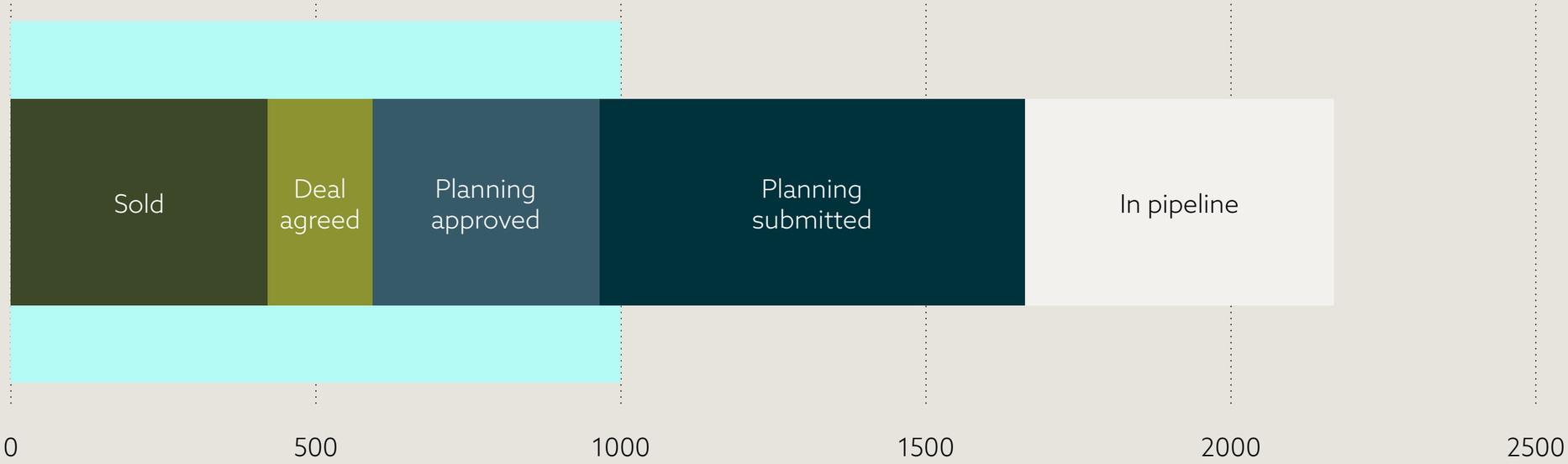
Local homes and local jobs

We aim to enable the creation of 1,000 jobs and 1,000 homes for local people.

Over the past year, our property development team and external partners have made significant progress against our ambitious targets for building commercial and residential properties for local communities.

Our flagship residential development is Mastin Moor in Chesterfield, which will deliver 650 high quality homes when complete. Harron Homes, who are delivering Phase 1, have launched their show home and welcomed the site's first residents. Vistry, who will deliver Phase 2, have secured planning permission and are due to launch their show homes in summer 2026. Vistry will be providing a mix of market homes, rental accommodation and affordable housing.

Number of homes delivered: 2019–2025 (Target 1000)



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Goal 1

Local homes and local jobs

A key contributor to our job creation target will be NOVA, a premium logistics and manufacturing hub at Markham Vale, off Junction 29A of the M1. Delivered through a joint venture with HBD, NOVA will comprise two units totalling 700,000 sq ft and is expected to support between 700 and 800 jobs once fully occupied.

In addition, work recently began on the next phase of Hartington Business Park in Chesterfield, with the first businesses expected to move in during 2026. Located within a designated Investment Zone, the 11 new units are forecast to support a further 65 to 100 jobs. The expansion of Hartington Business Park, which began with five units in Phase 1, demonstrates our long-term commitment to creating employment opportunities and supporting economic growth in the local area.

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Goal 2

Economic impact

Our aim is to double our organisations' benefit to local economies.

Recognising the positive impact our activities have on our local economies, we remain committed to sustainable business growth underpinned by diversified income streams and long-term financial resilience.

We measure our economic contribution using Gross Value Added (GVA), which comprises profit before tax, interest, depreciation and wages. In 2023/24, the Devonshire Group generated £231 million in GVA, representing a 13% increase on our 2019/20 baseline. Of this, £163 million was generated within 30 miles of our estates, directly supporting local businesses, jobs and communities.

We also assess the number of jobs supported by our activities, measured in full time equivalent (FTE) roles. As economic impact assessments are resource-intensive, we undertake them every two years.

In the meantime, our focus remains on four key areas that will help deliver our long-term ambition:

- Grow our businesses sustainably to create high-quality employment opportunities
- Increase the proportion of goods and services sourced locally
- Provide space and opportunity for tenants' businesses to grow and flourish
- Encourage visitors to extend their stays by expanding our accommodation offer and working with local providers.

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Economic impact

Growing our businesses sustainably

Rather than seeking to increase visitor numbers, we aim to encourage visitors to spend more time exploring our estates, experiences and local areas, increasing the economic benefit generated by each visit.

At Chatsworth, visitor numbers remain broadly stable year on year. In 2025, a modest increase of around 7,000 paid visitors was driven by the increase in Universal Credit tickets, which rose from 10,000 to 18,000. Further information on this scheme can be found under Goal 6.

At Bolton Abbey, visitor numbers increased by 20% compared to the previous year. Each visit brings valuable benefits to the local economy, helping to support businesses and sustain communities across the Yorkshire Dales.

Events at Chatsworth provide a crucial source of income for Chatsworth House Trust, supporting the charity in its mission of being a home of creativity and community and a driver of positive change.

Events also play a vital role in supporting Chatsworth House Trust and the wider local economy. Delivered through collaboration between colleagues, volunteers and trusted partners, events such as the Chatsworth Country Fair and Chatsworth Christmas Market create meaningful visitor experiences while generating income for the charity and supporting local suppliers, businesses and services.

In 2025, we introduced two new events to our summer festival programme: a regency weekend celebrating the 250th anniversary of Jane Austen's birth, and The Queen's Reading Room Festival which featured talks and performances by acclaimed writers, thinkers and literature lovers. These popular events helped attract new audiences, supporting the work of the charity and benefitting the local economy.

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Goal 2

Economic impact

Turning days into stays

From shepherd's huts to hotels, our Estate Escapes provide the perfect base from which to explore our estates and regions. Recent investment has expanded both the range and capacity of our accommodation offer. In 2025, hotel room bookings increased by 10%, while cottage bookings rose by 2% compared with the previous year.

The Hide, our largest recent addition, offers 25 bedrooms on the edge of the Chatsworth Estate. The dog-friendly, affordable venue combines comfortable accommodation with walking and cycling facilities and a welcoming restaurant.

At the Pilsley Inn, the conversion of adjoining barns has added five new bedrooms. Recent additions to our cottage portfolio include Stonelow Cottage, a refurbished farmhouse overlooking Eastmoor in the Peak District, and Wesleyan Cottage, a converted chapel on the Bolton Abbey Estate.

Guests at Heathy Lea can also stay in shepherds' huts with direct access to Chatsworth Park.

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Goal 3

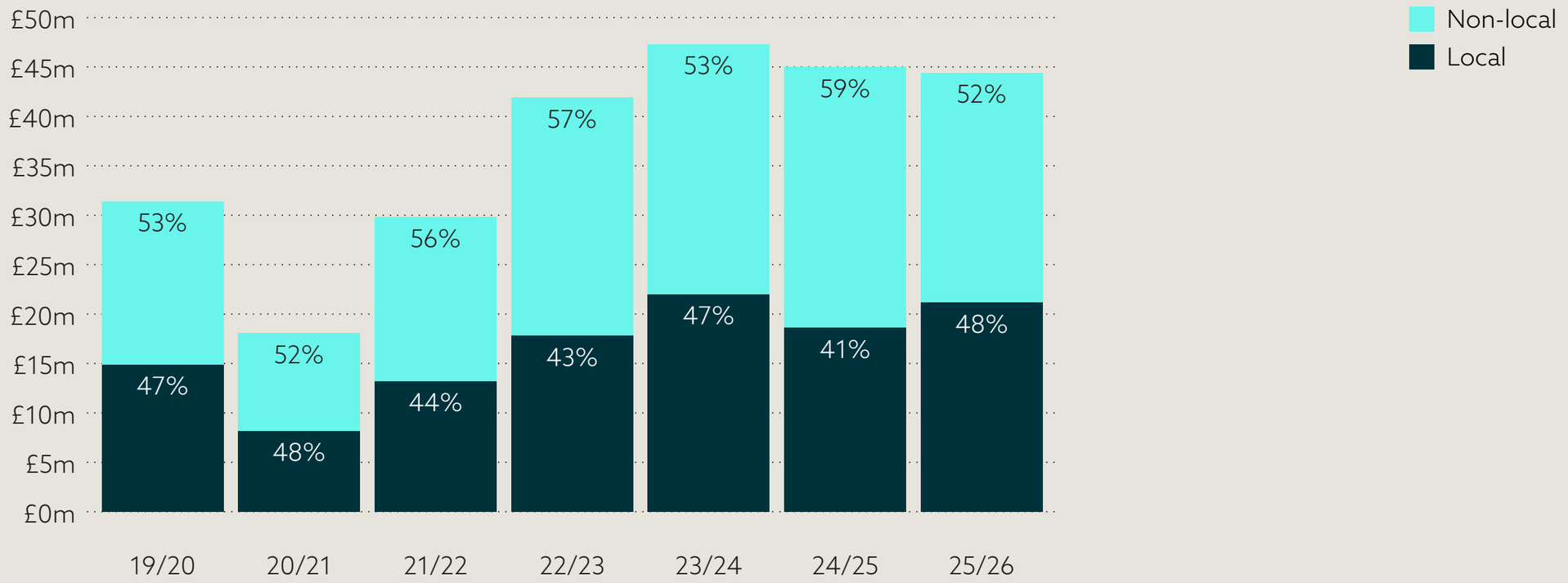
Local supply chains

We aim to buy at least 50% of our supplies and services locally, which we define as less than 30 miles away by road.

Each year, we undertake a detailed supply chain analysis to measure our spending within the 30 mile radius and identify opportunities to increase our support for local businesses.

In 2025/26, we spent £21.2 million with local suppliers, representing 48% of total spend. This compares with 47% in our baseline year.

Spend with local suppliers (<30 miles by road)



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Local supply chains

Supplier spotlight

Bolton Abbey and Chatsworth's product sourcing continues to champion Peak District and Yorkshire suppliers, including craft brewers, beekeepers and bakers. At the Village Shop at Bolton Abbey, examples include Pugh Honey of Embsay, whose heather honey is produced by bees on nearby Barden Moor, and Crofter's Foods of Thirsk, which supplies all chilled goods and provides an efficient link between the estate and its local food and drink makers.

At Lismore Castle, guests enjoy a wide range of locally produced food and drink, including meats, cheeses and ice cream. Each year, apples harvested from the castle's upper gardens are sent to a nearby orchard to be pressed and bottled in reusable glass bottles before returning to Lismore for use in the castle and in the gallery cafe. In 2025, more than 2,500 bottles were produced, supporting a local business while making good use of estate-grown produce.

A similar initiative is underway at Chatsworth, where the retail and gardening teams are developing products using ingredients grown in the kitchen garden. This builds on a successful partnership with Fruits of the Forage, a nearby producer that transforms surplus, locally sourced and foraged ingredients into chutneys and sauces, which are available in the Farm Shop.

Many other artisan products can be found across our retail outlets, including perfumes from Sheffield-based Abbey Perfumery and handcrafted copper decorations from Everdene's near Stoke-on-Trent. Sales of locally made products increased by 77% compared with 2024 and now generate more than £500,000 in annual revenue.

Visitors to Chatsworth can also take home botanical prints created by local artist Blue and Gold Botanics. Using flowers grown in the garden at Chatsworth, the artist produces cyanotype prints finished with metallic gold detailing, creating a unique connection between the estate and the local creative community.

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Goal 3

Local supply chains

Celebrating local makers

Local artists also help bring Christmas magic to Chatsworth. In 2025, wire-frame fairies and copper mushrooms were created by Winning Works of Crich, while Wirksworth Pottery Company produced intricate ceramic decorations using pressed ferns. A striking copper mistletoe installation, handcrafted by Peak District artist Amy Wight, was suspended above the Oak Stairs.

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Goal 4

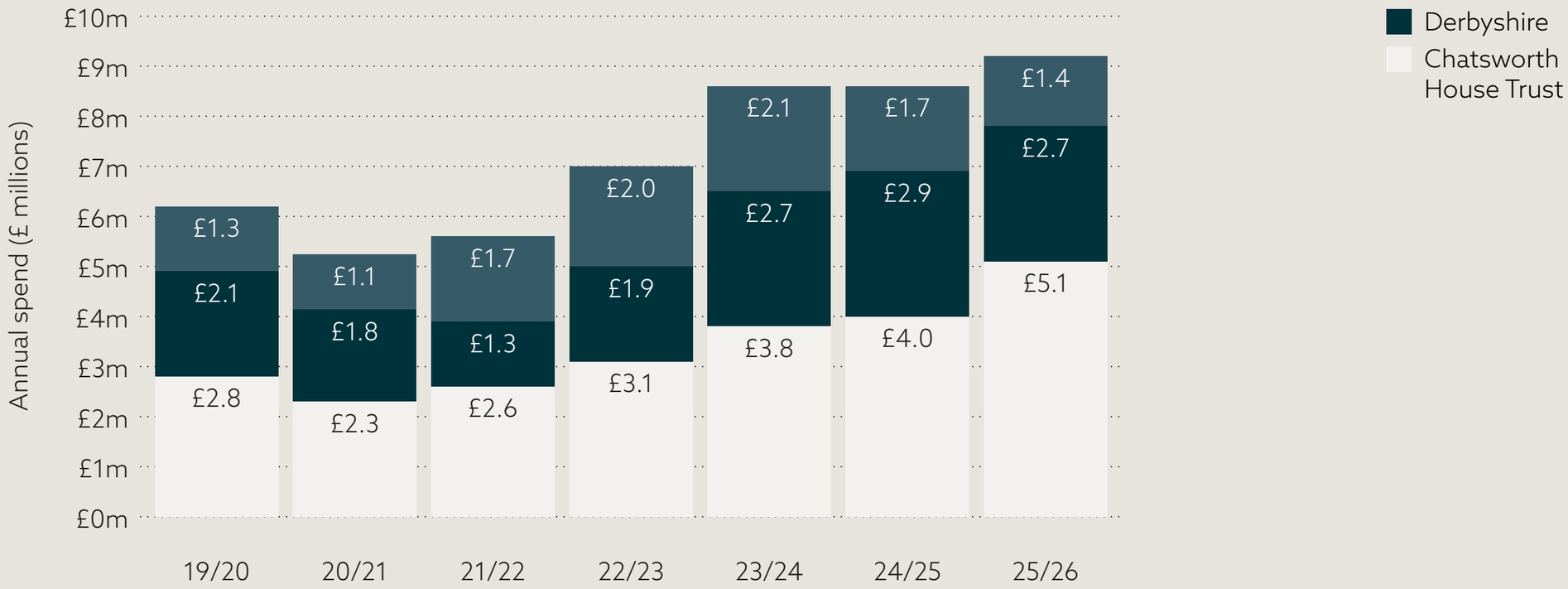
Our shared heritage

Between 2019 and 2029, we will invest £50 million in our heritage properties and landscapes, specifically in their repair, restoration, improvement and development

From roof repairs in the stable yards at Lismore Castle, to the restoration of the cascade at Chatsworth, caring for our heritage buildings and landscapes is a year-round responsibility.

In 2025/26, across the Devonshire Group £9.2 million was spent on repairs and restoration: £2.7 million in Derbyshire, £1.4 million in Yorkshire and £5.1 million by Chatsworth House Trust. Since 2019, we have invested a total of £50.3 million, exceeding our 10-year investment target three years early. This sustained investment demonstrates the importance we place on safeguarding our heritage properties and landscapes and ensuring they can be enjoyed for generations to come.

Annual spend on repair and restoration



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Goal 4

Our shared heritage

At Bolton Abbey, with the help of Countryside Stewardship funding, 3km of dry stone walls have been restored on West Moor and Banks Farm. These iconic features are a defining part of the Yorkshire Dales landscape and provide valuable habitat and wildlife corridors for small mammals, and nesting sites for birds such as wrens.

When rental properties become vacant, we often take the opportunity to carry out extensive repairs and improvements. At White House, Bolton Abbey, a major programme of renovation was completed in 2025, including energy efficiency upgrades and the installation of new fixtures and fittings. The project has helped this historic property to meet the needs of modern living while retaining its character.

A similar approach was taken at Park House in Baslow, originally constructed in the 1840s to house the physician to the 6th Duke of Devonshire. Following the end of a tenancy, the property recently underwent a major refurbishment and sensitive reconfiguration to create three high-quality apartments that blend period character with contemporary comfort.

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Goal 4

Our shared heritage

At Chatsworth, the historic Stables Clock Tower recently underwent a significant £1.8 million restoration. The project included repairs to structural timbers, stonework and roofing, helping secure the long-term stability of the building while reducing future maintenance requirements. The investment reflects Chatsworth House Trust's responsibility for protecting the house, collections, gardens and parkland for future generations.

Chatsworth House Trust's next major conservation project will focus on the Cascade, the iconic water feature that has been at the heart of the Chatsworth garden since the 1690s. After centuries of continuous use, the structure now requires substantial repairs to secure its future.

The £7.3 million restoration project will not only safeguard this nationally important heritage asset but also deliver a major programme of learning and audience engagement. Funding has been secured through generous support from The National Lottery Heritage Fund, charitable trusts and foundations, and a successful public fundraising campaign.

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Goal 5

Learning

We aim to enable every child in local schools to experience our estates as part of their primary education.

We are committed to making the heritage, landscapes and collections in our care accessible to everyone. Working closely with schools, community groups and partner organisations, we seek to remove barriers to participation and create meaningful opportunities for learning and discovery. Through a year-round programme of workshops, visits and events, we aim to inspire lifelong connections with nature, heritage and culture.

THE YEAR IN NUMBERS

CHATSWORTH

In 2025, Chatsworth House Trust welcomed 10,222 pupils and students from 314 school and educational groups. In addition, 2,659 children and 5,100 adults participated in public programme events.

BOLTON ABBEY

2,164 pupils and students from 42 schools took part in educational workshops during the year.

LISMORE

710 school pupils and students from 23 different school and educational groups participated in learning and engagement. A further 2,773 children and 519 adults (participants and teachers) engaged in the public programme.

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Learning

A Space for Lismore

A Space for Lismore is an annual collaborative art project that deepens the connection between Lismore Castle Arts and the local community.

In 2025, visual artist Ruby Wallis worked with International Protection Applicants in Lismore to explore themes of nature, belonging and cultural memory. Drawing inspiration from the diverse range of plants growing within the castle gardens, participants reflected on their personal connections with plants from their countries of origin.

Using photography and experimental printing techniques, the group created artworks for exhibition at St Carthage Hall Gallery. The exhibition subsequently inspired further workshops delivered by the Lismore Castle Arts learning team for local families, Foróige youth groups and International Protection Applicants.

"As an asylum seeker, being invited to share my knowledge about plants especially ones that also grow in Africa Eswatini where I originally come from made me feel included and respected."

Learning at Bolton Abbey

At Bolton Abbey, pupils from ten schools took part in Let's Learn Moor, a collaborative education project focused on conservation, biodiversity and rural careers. Through activities led by our gamekeeping team, mountain rescue, the police and the fire service, participants gained first-hand insight into the management and protection of upland landscapes.

We also welcomed a group from Moor Time, a local charity that provides accessible activities to young people with additional needs. With support from experienced staff, the young people and their family-carers were able to enjoy the peaceful setting of Bolton Abbey.

Nature on prescription

Recognising the benefits of nature for health and wellbeing, Bolton Abbey hosted two social prescribing groups in partnership with the Yorkshire Dales National Park Authority.

The participants, who were experiencing anxiety and depression, had been prescribed time in nature by their GP. Based in Shipley, near Bradford, their visit marked their first experience of social prescribing in the Dales, where they explored the priory ruins and took part in activities including orienteering and sketching.

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Learning

Chatsworth school takeover

Following the success of our first Kids in Museums school takeover in 2024, we hosted a second Takeover Day at Chatsworth in June 2025 in partnership with Cavendish Junior School in Chesterfield.

Ninety-nine children aged 7 to 11 took part in workshops and activities, working within our visitor experience, learning and engagement, archives, farmyard, garden and landscape teams. Activities included welcoming visitors, caring for animals and assisting with the conservation of historic documents.

Throughout the year, pupils also contributed feedback on interpretation and visitor experiences. As part of this work, all pupils visited Christmas at Chatsworth to help us understand its relevance and appeal to younger audiences.

The project was once again warmly received by pupils, teachers and colleagues. Many participants had never visited Chatsworth before, and the overwhelming majority said they would like to return with friends and family. Takeover days, which will now be held annually, demonstrate our ongoing commitment to helping more young people see Chatsworth as a place where they belong.

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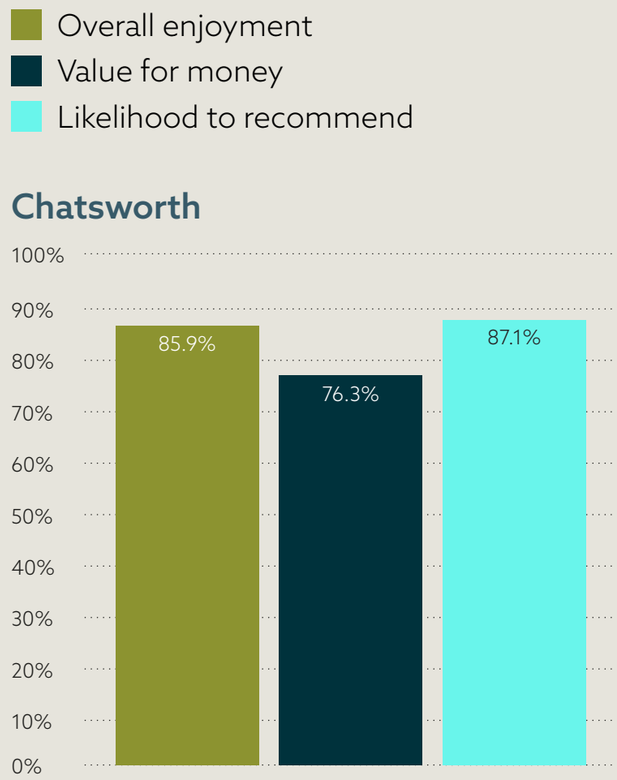
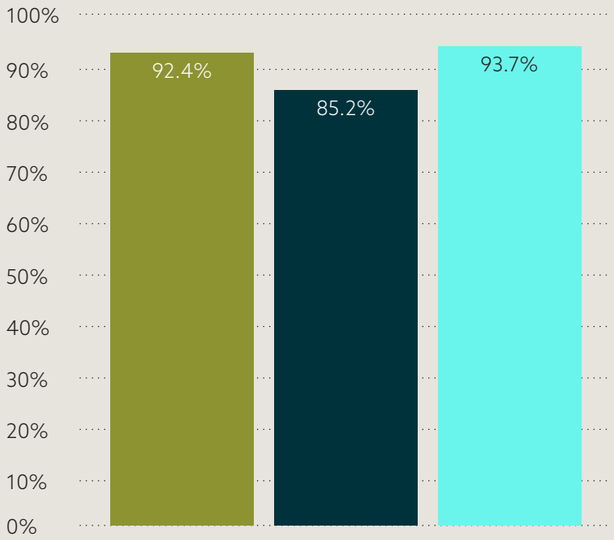
Goal 6

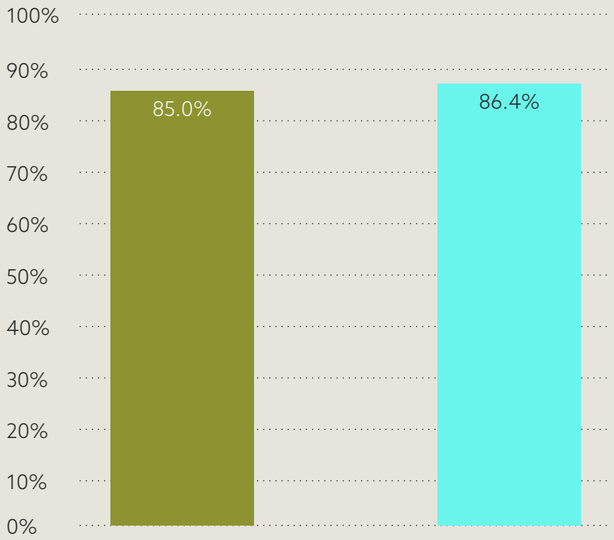
Visitor feedback

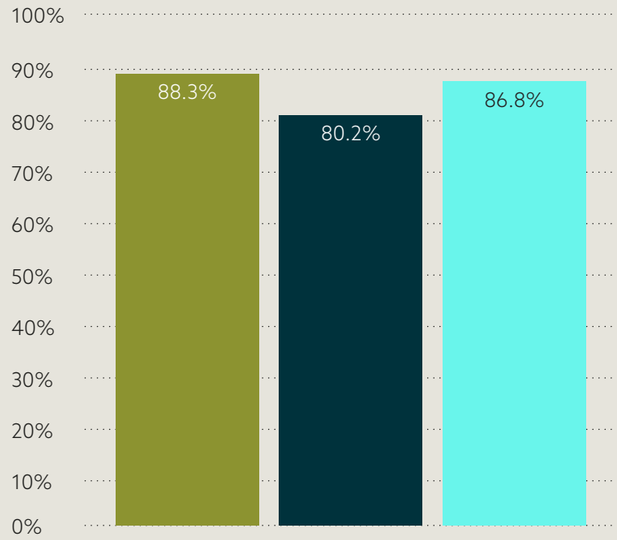
We measure visitor satisfaction through overall enjoyment, value for money and likelihood to recommend, and aim for scores exceeding 90% in all areas.

Feedback from visitors and guests plays an important role in shaping our experience. It helps us improve our offer, reach new audiences and create programmes that are relevant, accessible and impactful.









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Visitor feedback

New experiences at Chatsworth

In 2025, the team at Chatsworth launched a new premium guided experience which offers visitors the opportunity for deeper engagement with Chatsworth and its stories. The House and Garden Tour explores the interiors and artworks of the Devonshire Collections before taking visitors to the top of the Belvedere Tower for panoramic views across the estate. Visitors then continue by electric golf buggy through the 105-acre garden, learning about its development over the past 500 years.

The experience also includes the option to return the following day, encouraging visitors to spend more time exploring the estate and the local area. Feedback has been overwhelmingly positive, with visitors awarding scores of 97% for overall enjoyment and likelihood to recommend, and 91% for value for money. Its popularity has enabled the charity to invest in two electric golf buggies.

We know that visitors are interested in seeing the historic working areas of the house and learning about the stories of staff and servants. However, as these spaces are still used by staff today during the working week, it is not possible to open them to the public as part of the daily visitor route. Our Behind the Scenes Tour, launched in 2025, addresses this interest and provides guided access to areas of the house rarely seen by visitors. These include historic working spaces such as the 19th century kitchen, now used as a joiners' workshop.

By exploring spaces beyond the traditional visitor route, the tour highlights how Chatsworth continues to evolve as a living and working estate. The tours scored 94% for overall enjoyment and likelihood to recommend, and 84% for value for money.

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Visitor feedback

Improving accessibility and inclusion

A dedicated quiet room is now available along the visitor route for any visitor, colleague or volunteer who needs a calm space. The room includes prayer mats, a nursing chair and a range of SEND resources, including ear defenders and sensory items.

To help visitors with access requirements navigate a large historic site, we are introducing accessibility volunteers who can provide guidance and support from the moment visitors arrive.

Accessibility improvements have also been made in the garden. The tractor trailer ride has been upgraded with additional steps, a wider face-to-face seating option and a rear access ramp, making the experience more accessible for visitors with reduced mobility and wheelchair users.

To support visitors with hearing impairments, five portable hearing loops are available at key locations, including ticket kiosks. In addition, dedicated British Sign Language tours are offered throughout the season.

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Visitor feedback

Universal Credit tickets

Recognising that cost can be a barrier to visiting Chatsworth, a Universal Credit ticket scheme was introduced in 2024. The scheme offers significantly reduced price admission for people receiving eligible benefits, with tickets priced at £3 for adults and £1 for children.

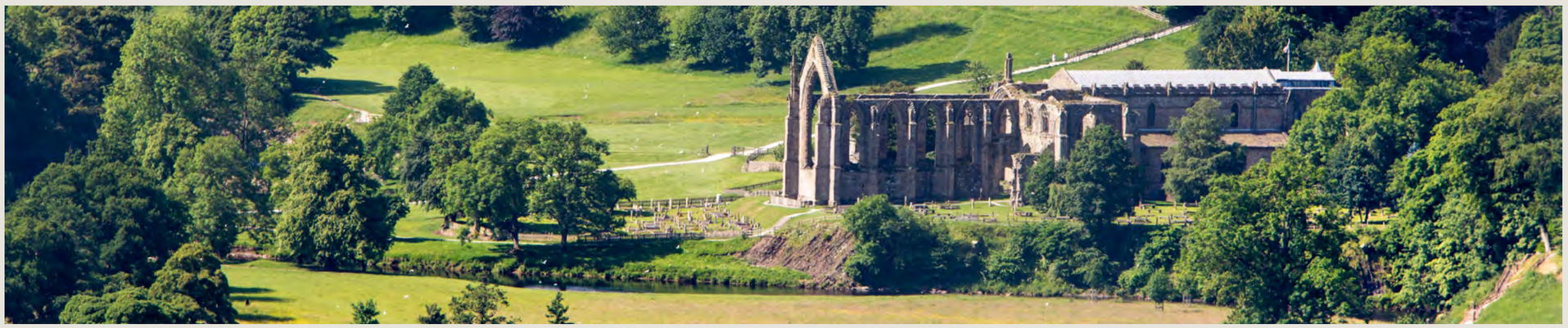
Following positive feedback, the scheme was expanded in 2025. In response to visitor feedback received during the first year, a 25% discount on food and drink is now available to ticket holders, while the number of tickets available during both the main season and Christmas at Chatsworth was doubled. More than 18,000 visitors used the scheme during the year, many of whom were visiting for the first time or returning after a long absence.

Enhancing the visitor journey at Bolton Abbey

In 2025, Bolton Abbey expanded its visitor research programme to gain a deeper understanding of the people who engage with the estate. Alongside surveying paying visitors, the research was broadened to include season ticket holders, residents, tenants, colleagues and members of the local community, with both online and face-to-face engagement. This work is helping to build a clearer understanding of how different groups use, value and engage with the estate. The insights gathered will support decision-making and help ensure that Bolton Abbey's offer remains welcoming and responsive to visitor needs.

Recent improvements include the refurbishment of the Village Shop, which has expanded its range to better meet the needs of residents, campers and overnight visitors. Further investment is planned with the forthcoming refurbishment of the Cavendish Shop, where there will be an increased focus on local products and suppliers.

In 2026, new admission procedures will further enhance the visitor experience by creating a smoother and more efficient arrival process. The introduction of automatic number plate recognition technology and integrated online ticketing will help reduce congestion and improve traffic flow, benefiting visitors and the local community. With less time spent managing queues and processing admissions, colleagues will be able to spend more time with visitors, offering information and guidance and creating a more welcoming and enjoyable experience for all.



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Goal 7

Our colleagues and volunteers

We survey colleagues and volunteers regularly and aim to achieve scores of over 80% for all measures of satisfaction and engagement.

These surveys are an important tool for understanding colleague and volunteer experiences, identifying opportunities for improvement and ensuring every voice is heard.

Following a deliberate pause in 2024 to focus on the implementation of two major systems, we resumed colleague surveying in 2025. During the intervening period, we introduced a new HR platform, giving colleagues greater self-service access to their information, and Blink, our internal communications platform, which helps colleagues share updates, recognise achievements and connect across teams.

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Goal 7

Our colleagues and volunteers

The 2025 results were extremely encouraging. Despite the ongoing cost of living crisis and wider socioeconomic context, overall engagement and wellbeing remained strong. Key findings included:

- 86% of colleagues agreed with the statement, "I am happy at work" (up from 85%)
- 83% felt they maintain a healthy balance between work and home life
- 82% said they are proud to work for the Devonshire Group
- 96% enjoy working with their team, demonstrating an exceptionally strong sense of connection and belonging.

More than 2,000 comments were submitted through the survey, providing valuable insight into colleague experiences. Many highlighted the positive impact of Blink in strengthening communication, collaboration and the sharing of successes across the organisation.

The survey also demonstrated progress in our Equality, Diversity and Inclusion work. Overall, 86% of colleagues agreed that people of all cultures, abilities and backgrounds are welcomed and valued within the Devonshire Group. This commitment is reflected in the way colleagues engage with awareness campaigns, training and events, often sharing personal experiences to increase understanding of topics such as neurodiversity and inclusion.

Our volunteers

In 2025, we introduced a dedicated volunteer survey, recognising that volunteers have a unique relationship with the organisation. This change enables us to better understand and respond to their feedback.

Our 250 volunteers make an invaluable contribution. Their work ranges from cataloguing and transcribing collection items to supporting conservation projects and controlling invasive species. We celebrate their contribution each year during National Volunteer Week, through special events and recognition on Blink.

Whether sharing skills, experience or enthusiasm, our volunteers play a vital role in helping us care for our heritage, landscapes and communities.

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Employment opportunities

We aim to take on 250 trainees, apprentices and paid graduates, alongside 250 pre-GCSE work experience placements.

We are proud to offer a wide range of opportunities that help people develop skills, gain practical experience and build confidence in the workplace. Since 2019, we have supported 200 work experience placements and 106 apprenticeships, traineeships and other development opportunities for young people.

Work experience

At Lismore, Transition Year students have the opportunity to gain hands-on experience across the Castle, developing valuable workplace and life skills while gaining an insight into a range of careers.

In addition, each May the forestry team at Lismore welcomes a cohort of 12-16 students from Centre Forestier, a forestry training centre in the Provence-Alpes-Côte d'Azur region of France. The students stay on campus at SETU, South East Technological University, in Waterford City, and spend a week at Lismore gaining experience of the forestry industry in Ireland.

At Chatsworth, the teams have partnered with Portland College to create workplace opportunities for students with additional needs. These include supported internships and mock interview sessions, where students can practise interview techniques in a relaxed and encouraging environment. Constructive feedback helps participants build confidence and prepare for future employment.

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Employment opportunities

Traineeships and apprenticeships

Apprenticeships and traineeships can provide a pathway to long-term careers and professional development within the organisation.

One example is Nolwenn, who joined the farm shop in 2022 as a Butchery Apprentice. Showing immense drive and potential, she gained experience from her colleagues and other butcheries and completed the Devonshire Group's Management Essentials training program. At the end of 2025, Nolwenn was promoted to Butchery and Fish Manager, demonstrating the career progression these opportunities can provide.

Student research opportunities

Our Strategic Partnership Agreement with the University of Derby is helping create new opportunities for student learning, research and collaboration.

A recent example comes from Leycote Farm, a former tenanted farm on the Chatsworth Estate with significant biodiversity value. In 2025, around ten students undertook ecological surveys at the site, gaining practical experience in habitat classification, soil assessment and species monitoring.

Further survey work is planned for 2026, providing students with valuable field experience while generating data that will help guide future management of the farm's natural capital and biodiversity.

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Environmental impact

Waste

Responding to the interconnected challenges of climate change and unsustainable resource use, we have set ambitious targets to minimise our environmental impact.

Following the waste hierarchy, we seek to minimise waste by avoiding unnecessary resource use and reusing items wherever possible. Where waste cannot be avoided, materials are separated for recycling.

Our targets for waste are:

- Maintain zero to landfill
- Reduce waste intensity (kg of waste per £ of turnover) by 20%
- Ensure at least 75% of our waste is separated and collected for recycling

Zero to landfill

Our recycling rate includes food waste, which is sent to anaerobic digestion facilities to generate renewable energy. Unseparated waste is sent to a materials recovery facility, where recyclable materials are extracted using mechanical and manual processes. Remaining non-recyclable material is used to generate energy through incineration, meaning none of our waste is sent to landfill.

Waste intensity

In 2025, our operations generated 1,111 tonnes of waste, of which 466 tonnes (42%) was separated on site for recycling. In our baseline year of 2019, we generated 1,031 tonnes of waste, with 41% separated for recycling.

Excluding The Hide and Peak Village, acquired by the Devonshire Group after 2019, total waste generation was 841 tonnes, representing an 18% absolute reduction compared with the baseline year.

We continue to exceed our waste intensity target. In 2025, we generated 0.011 kg waste per £ turnover, a 32% reduction compared with our 2019 baseline.

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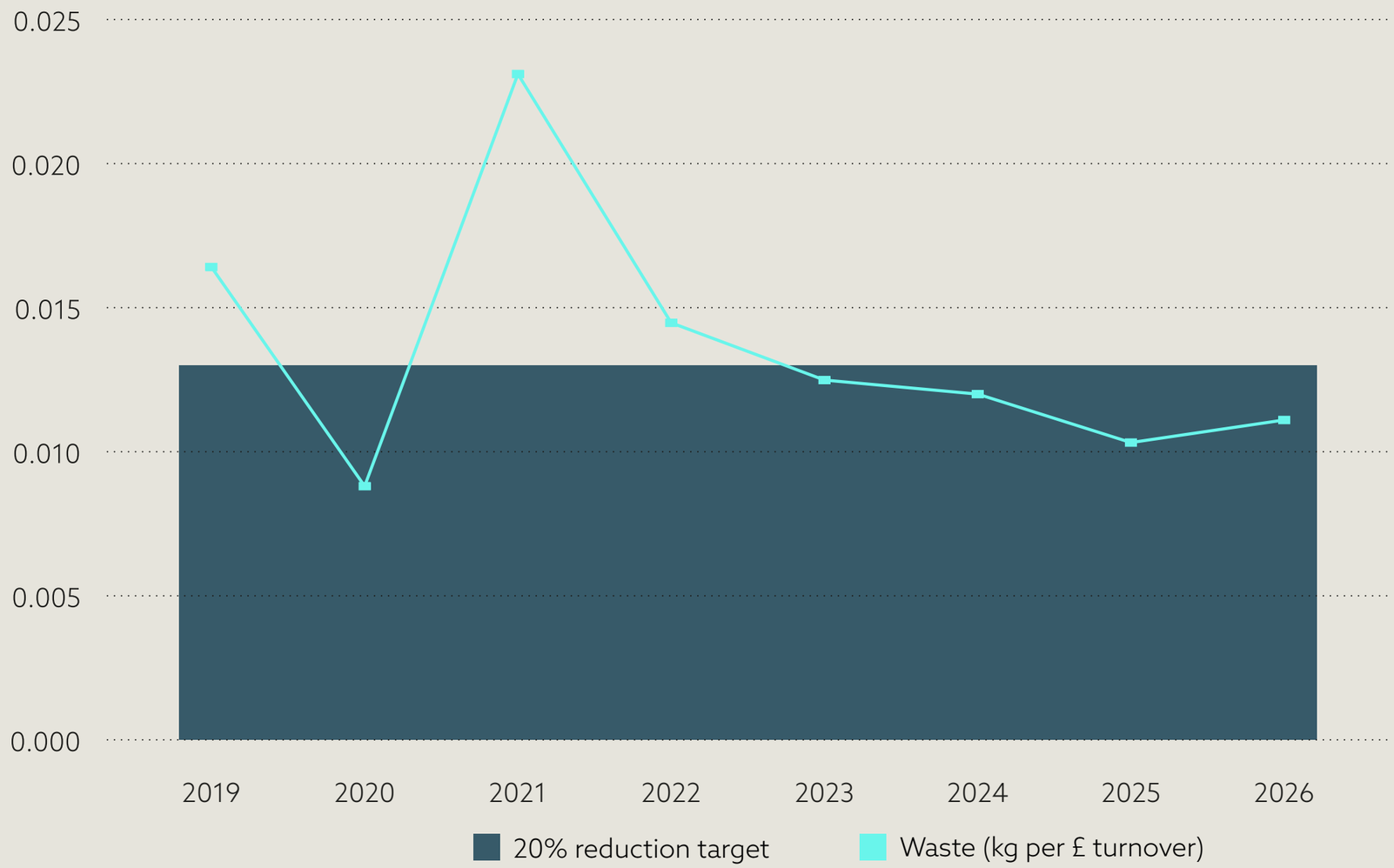
Goal 9

Environmental impact

Waste intensity (kg waste per £ turnover)



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Environmental impact

Recycling

As an organisation, our 2025 recycling rate was 42%, broadly in line with our baseline but a significant improvement compared with 2024, when the recycling rate was 31%.

This improvement was driven by strong performance at a number of sites:

- Beeley Inn achieved a recycling rate of 63%, an increase of 30 percentage points on the previous year
- The Chatsworth Estate Office achieved a recycling rate of 63%, an increase of 24 percentage points
- The Cavendish Hotel achieved a recycling rate of 59%, an increase of 19 percentage points

To drive further progress, new bespoke waste bins have been introduced at Chatsworth, making it easier for visitors to recycle their waste. Our catering and retail teams are also working to ensure that the packaging used across the estate is responsibly sourced, minimised where possible, and easy to recycle.

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Environmental impact

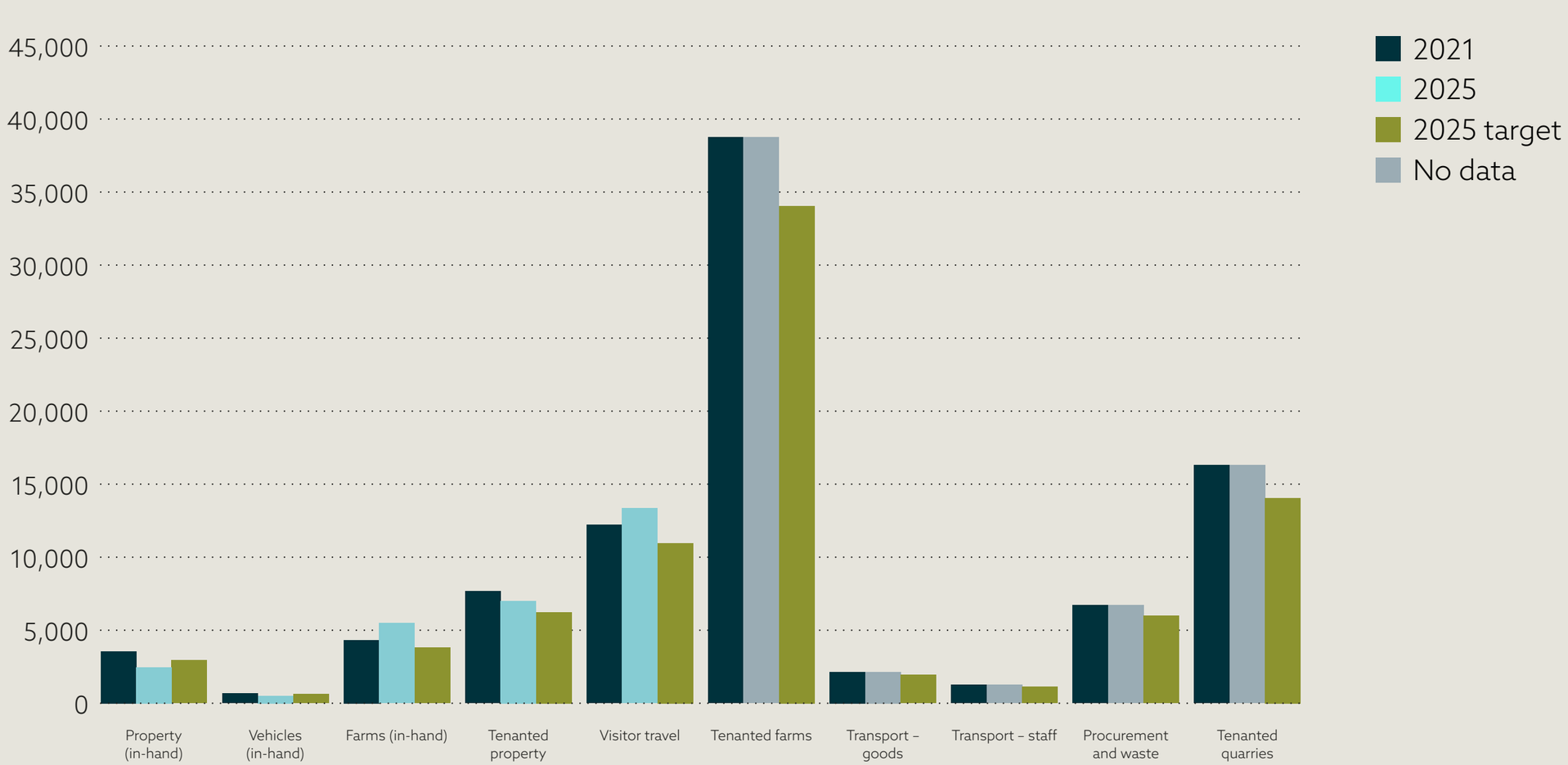
Emissions

For more than a decade, we have been steadily reducing greenhouse gas emissions from our direct operations through investment in renewable energy and energy efficiency. More recently, we developed a strategy to achieve net zero emissions across our entire value chain, against a 2021 baseline.

Our emissions targets are:

- For in-hand property and vehicles, we will reach net zero by 2040, and deliver a 40% reduction by 2030
- For all remaining sources of emissions we will reach net zero by 2050

Greenhouse gas emissions (tCO_2e)



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Environmental impact

We have made strong progress in recent years, particularly in our direct operations. Emissions from in-hand property and vehicles remain ahead of their reduction pathways, while emissions from tenanted properties have fallen but remain above target. Emissions from in-hand farms and visitor travel have increased, reflecting growth in agricultural production and visitor numbers.

For other indirect emission sources, we do not undertake annual emissions reporting, focusing instead on areas where we have the greatest responsibility and influence.

Direct operations

Our most ambitious reduction pathways focus on the property and vehicles under our operational control. To achieve this, we are improving the energy efficiency of buildings, electrifying vehicles, heating systems and kitchens, and making use of renewable energy sources, including HVO biodiesel and estate-grown woodchip.

Since 2021, emissions from in-hand properties have fallen by 31%, compared with a target reduction of 17%. This places us approximately three years ahead of schedule.

Vehicle emissions have fallen by 25%, against a target reduction of 8%, putting us around twelve years ahead of target.

In-hand farms

Emissions from our farms have increased since 2021 to approximately 5,500 tCO_2e, reflecting growth in both acreage and production.

However, this does not capture the full climate impact of our farming operations. In line with climate science, our approach to measuring farm emissions also takes into account carbon removed and stored in soils and trees. While these removals have not yet been fully quantified, we are developing robust methods to measure them accurately.

Our farms continue to adopt regenerative farming practices that improve soil health, enhance biodiversity and increase carbon sequestration. As our understanding and measurement of these benefits improves, we expect our overall net emissions position to be significantly closer to our target.

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Environmental impact

Indirect emissions

For emissions sources outside our direct control, we are focusing our efforts on areas where we have the greatest influence: tenant farming, tenanted properties and visitor travel. Together with our in-hand operations, these make up 72% of our baseline emissions.

With more than 16,000 ha between them, tenant farms are our single largest source of indirect emissions. Previously overestimated, tenant farming emissions now make up around 38,000 tCO_2e, or 42% of our baseline. We have been working with tenants to improve the accuracy of our calculations and will continue to track emissions and carbon removals over time.

Tenanted residential and commercial properties account for approximately 7,000 tCO_2e in 2025. Improved data quality has shown these emissions were previously underestimated; they now represent 8% of our revised baseline. Although energy efficiency programmes and grid decarbonisation have reduced emissions, performance remains around 700 tCO_2e above the target pathway, and further opportunities for improvement are being explored.

Visitor travel

Due to the rural location of many of our sites, visitor travel remains our second-largest source of emissions, accounting for approximately 13,000 tCO_2e in 2025.

Visitor travel emissions in 2025 were 9% above the baseline, compared with a reduction target of 10%. This was driven primarily by increased visitor activity. Compared with 2021 levels, footfall at Chatsworth was 19% higher, visits to Peak Village increased by 39%, and bookings for Estate Escapes accommodation increased by 44%.

Bolton Abbey was an exception, outperforming its target due to modest reductions in both vehicle numbers and average travel distances.

While the continued decarbonisation of passenger vehicles will help reduce emissions over time, we are also taking action to accelerate progress. This includes working with public transport providers, promoting active travel and encouraging both visitors and colleagues to choose lower-carbon travel options wherever possible.

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Goal 10

Our local communities

We will improve the quality of life and wellbeing of our local communities by:

- 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

As with many of our 10 Goals, responsibility for achieving this outcome is shared across the Devonshire Group. Every day, colleagues across our estates contribute to the wellbeing of local communities through their work, often in ways that go unnoticed.

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Our local communities

Making space for nature

At Chatsworth, our farms and forestry teams have been working together to transform 32ha of improved grassland into a diverse wood pasture. A total of 111 trees have been planted, from more than a dozen species, including native broadleaf trees like oak, beech and lime. The site will be managed through low-intensity grazing, while extensive ecological monitoring will track changes in biodiversity and soil carbon. A footpath through the area means that both people and wildlife will benefit from this enhanced habitat.

The landscape around Chatsworth is cared for by a dedicated team of colleagues and volunteers. Alongside practical conservation work, they maintain footpaths, steps and bridges, improving accessibility and helping visitors connect with nature.

Following the successful clearance of invasive Rhododendron ponticum, a new bird watching area has been created around the Ring Pond at Chatsworth. Dead hedges act as screens and provide valuable habitat for invertebrates, birds and small mammals. The area offers a peaceful space to enjoy local wildlife.

At Bolton Abbey, 80,000 trees have been planted over two years as part of a major 90ha woodland creation project. Part of the White Rose Forest, the scheme follows the course of the River Wharfe, helping stabilise riverbanks, reduce sediment and nitrate runoff. The trees will also sequester carbon, provide shade for aquatic habitats and create wildlife corridors. While predominantly planted with native broadleaf species, the scheme also incorporates a small proportion of climate-resilient species helping ensure the woodland thrives in years to come.

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Our local communities

Charitable giving and support

We are proud to support a wide range of charities and community groups through donations of money, goods, tickets, time and expertise.

The Duke of Devonshire's Charitable Trust is a grant-making family charity. In 2025, grants totalling £350,000 were provided to charities local to Chatsworth, Bolton Abbey, Eastbourne and Lismore.

Including complimentary tickets and donated goods, our total charitable contributions reached £454,000 in 2025, bringing cumulative contributions since 2019 to £2.6 million.

We also support charities in other ways, by hosting fundraising events and donating prizes for auctions and raffles. If events fees are charged, they are heavily discounted, helping ensure any fundraising goes to good causes. In 2025, charitable events held by third parties at Lismore, Bolton Abbey and Chatsworth raised almost £750,000.

One example is the Derbyshire Charity Clay Shoot at Chatsworth. Supported by teams from across the estate, including catering, development, collections, gardens and landscape, the event raised £200,000 in 2025 for local and national charities including Chatsworth House Trust, Ashgate Hospice, Dementia UK and Dukes Barn Beeley.

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