



National
Trust

The background of the cover is an aerial photograph of a coastal landscape. In the foreground, there is a dark, rocky shoreline with some sparse vegetation. A narrow, light-colored path or stream runs diagonally across the middle ground. In the background, a small cluster of white buildings is situated on a slight rise. The sea is visible in the distance under a clear sky. A large, bright green rectangular overlay is positioned in the center of the image, partially obscuring the landscape. Inside this green area, there is a stylized, dark green oak leaf graphic.

Climate and Environment Report 2025–26

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Storm damage at Quarry Millbank.



Summary

Climate change remains the most significant threat to the National Trust's purpose of protecting places of beauty, history and nature for everyone, forever. Over recent years the impacts have become increasingly visible and immediate, and during 2025–26 this trend has continued.

Across the estate we are experiencing more frequent and more severe weather events, including intense rainfall, prolonged dry periods, higher temperatures and stronger storms. These are affecting the landscapes, buildings and collections in our care, altering ecological systems, and influencing how people experience and access our places.

These changes are not isolated or short-term. They bring ongoing operational pressures and, more significantly, they are shaping long-term decisions about conservation, access and investment. Coastal erosion, flooding and habitat change are already forcing difficult decisions about what can be protected, what must be adapted, and, in some cases, what may be lost or transformed. The need to respond to this changing climate is therefore central to the long-term resilience of the Trust and the delivery of our charitable purpose.

Against this backdrop, the Trust has continued to strengthen its response. Our Climate Action Programme, structured around Reduce, Adapt, Capture and Engage, remains central to how we act on climate and nature together. During the year, a key milestone was the publication of our **Climate Action Transition Plan**, which sets out a clearer pathway to achieving net zero emissions by 2030 while embedding resilience into decision-making across the organisation. The Transition Plan translates long-standing ambition into a coordinated programme of delivery, setting out the actions, dependencies and investment priorities required across operations, land use and supply chains.

We have also deepened our understanding of climate-related risk. Building on our Hazard Maps, we have undertaken further **scenario analysis** to explore how different climate futures may affect our estate, finances and operations. This work confirms that physical risks – particularly flooding, coastal change, heat and drought – will intensify over time and represent the most significant long-term challenge. Transition risks, including energy price volatility, regulatory change and supply chain pressures, are most pronounced over the coming decade and will shape how we deliver change in the near term.

We have invested significantly in **improving our emissions data quality and methods**. The development of the Farm Carbon Hub has been a key driver of improving our understanding of agricultural emissions although we recognise there remains some uncertainty in our reported numbers, particularly in relation to emissions from grazing activities on our land. This work, and broader methodology upgrades across supply chain, staff transport, vehicles and investments have improved consistency and confidence in the inventory. These enhancements have led to a **full baseline restatement (-14% / -112k tCO₂e)**, improving transparency, credibility and year-on-year performance tracking, while enabling more informed planning towards 2030 and reducing the quantified distance to net zero.

Continued over

Summary (continued)

Importantly, while the baseline has been recalculated, the **material shape of our carbon account has not fundamentally changed**: the largest share of emissions still sits in Scope 3, alongside the importance of land-based emissions and removals within our overall net position. This means the priority actions set out in our Transition Plan remain highly relevant – continuing operational decarbonisation, while placing increasing emphasis on value chain levers such as decarbonising tenanted agriculture and procurement and supplier engagement.

From a performance perspective, we have made strong progress in reducing emissions associated with energy use. Our **Scope 1 and 2 (industrial) emissions have exceeded the organisational target of a 30% reduction against the baseline year**, marking a significant milestone and reflecting sustained effort to reduce fossil fuel use, improve energy efficiency and invest in renewable energy. This includes continued reductions in heat and power emissions, improvements in fleet performance, and the benefits of ongoing decarbonisation of the UK electricity grid.

Alongside mitigation, we continue to scale our approach to adaptation. The rollout of the **Climate Impact and Adaptation Pathway (CIAP)** process is enabling more places to assess climate risks in a structured and consistent way. Around three quarters of our places have been through the initial workshop process. By combining national hazard data with detailed local knowledge, CIAP supports long-term, place-based decision-making and provides a framework for identifying thresholds, planning interventions and managing change over time. This reflects a shift towards proactive, adaptive management in response to an uncertain and changing climate.

Looking ahead, our focus will be on delivering against **the Transition Plan** at pace, while continuing to improve data quality, strengthen governance and embed climate considerations across all areas of the organisation. The experience of this year reinforces that climate change is not a discrete issue, but one that shapes every aspect of our work – from how we care for landscapes and buildings to how we engage with visitors and generate income. Ensuring that we respond effectively will be critical to sustaining the Trust's mission for future generations.

Over 2025–26 we strengthened the Trust's operational sustainability by combining practical, site level action with the governance and assurance of our **ISO 14001 certified Climate and Environmental Management System (CEMS)**. We reinforced consistent environmental management across a complex estate, expanded CEMS into new operational areas, and embedded regular management review of priority risks so issues are identified earlier and addressed more systematically. Alongside this, we continued shifting our waste and resources approach up the hierarchy – improving recycling, reducing higher risk waste streams and scaling circular initiatives. This was while also tackling emerging operational challenges, such as difficult 'fly tipped' wastes, with clearer guidance and support. We progressed behaviour led changes in cafés to cut single use items through incentives and reuse trials, and strengthened water resilience through a focus on efficiency, leakage detection and better data quality. Looking ahead, our priorities are to keep scaling what works, improve data coverage and consistency, and accelerate delivery in higher risk compliance areas, including sewage management planning.

Introduction

The National Trust has recognised climate change as the single biggest risk to its mission: protecting places of beauty, history, and nature for everyone, forever.

As guardians of nature, beauty, and history, we're facing multiple challenges: wildfires, flooding, coastal erosion, and shifting weather patterns that disrupt ecosystems and damage vital collections. Our visitors' experiences are already being affected, with high winds or flooding forcing property closures. And our income-generating businesses, like National Trust holidays and cafés, are feeling the strain as visitor patterns become less predictable.

While we focus on building resilience, we are equally committed to fighting climate change. We're reducing carbon emissions across all our activities, and we're creating woodland and other habitats to capture and store carbon. In reducing our net carbon emissions, we are also ensuring that nature can thrive – our solutions ensure that the two go hand in hand.

Adapting to climate change and reaching carbon net zero at our places are both very important for the long-term viability of the Trust. But we have a big role to play in raising awareness and inspiring action among our members and all the people that come into contact with us.

This report broadly aligns with the requirements of the Taskforce for Climate-related Financial Disclosures (TCFD) and details how we're addressing climate risks and opportunities, setting clear targets, and tracking our progress. The report is structured according to the TCFD four pillars:

1. **Governance**
2. **Strategy**
3. **Risks and opportunities**
4. **Metrics and targets**

Ranger assessing the damage after the fire at Studland Bay, Dorset.



Governance

Climate-related risks and opportunities are integrated into the National Trust's wider governance framework. Trustees retain overall responsibility, supported by the Executive Board, which reviews performance against climate objectives and approves key strategic decisions, including the Climate Action Transition Plan.

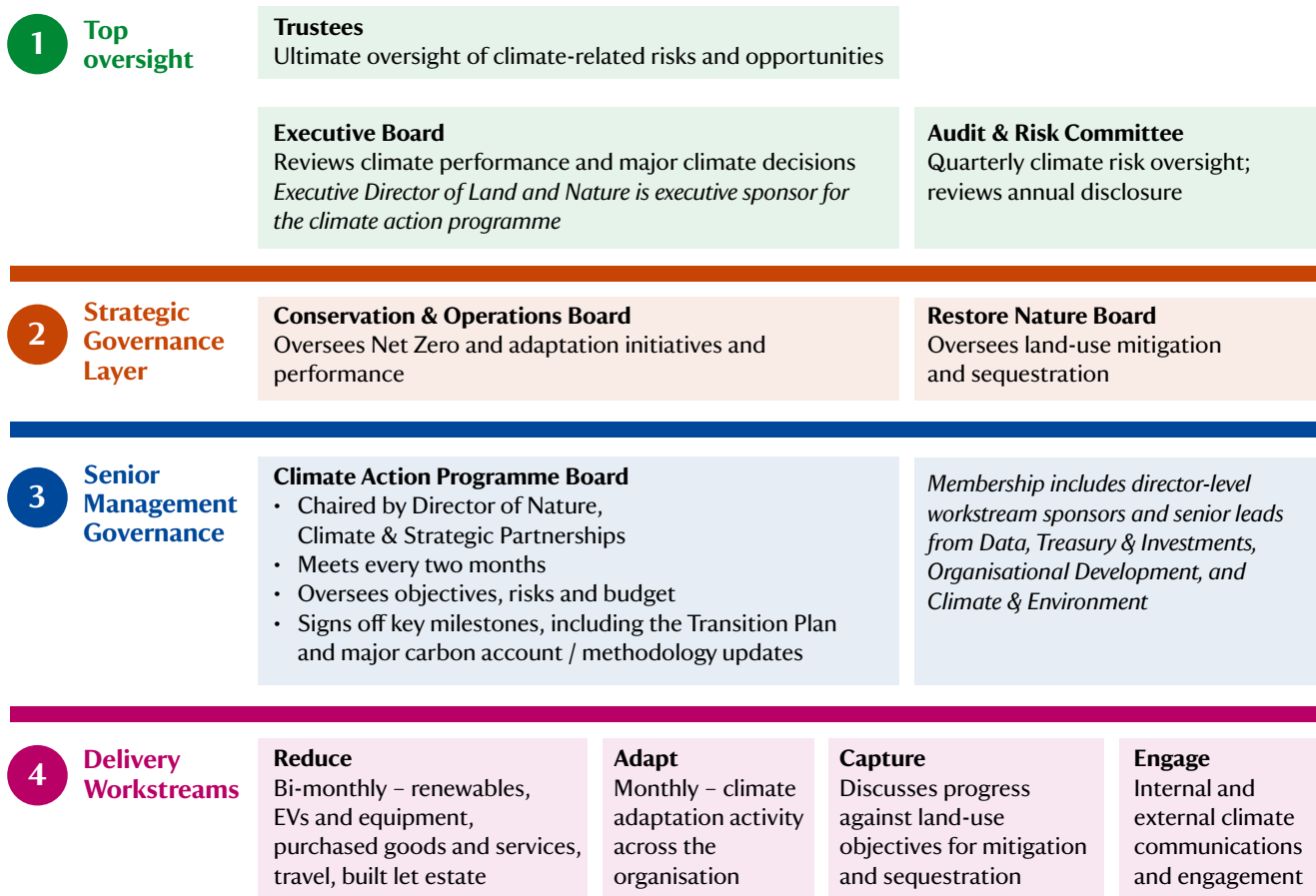
The Audit & Risk Committee provides oversight of climate-related risks as part of the Trust's enterprise risk management processes. Climate risks are reviewed regularly to ensure they are appropriately identified, assessed and managed.

Delivery is overseen by the Climate Action Programme Board, which brings together senior leaders from across the organisation.

The Board monitors progress, manages risks and dependencies, and ensures delivery remains aligned with strategic priorities.

Climate action is further embedded through Strategic Portfolio Boards, ensuring integration with broader organisational decision-making on conservation, operations and land use.

Climate governance structure



Carbon performance is reported quarterly to the Executive Board as part of organisational KPI reporting



Executive Board and Trustees considered climate matters twice in 2026, including consideration of the woodland creation target and sign-off of the Climate Action Transition Plan

The Trust's Climate and Environment Management System

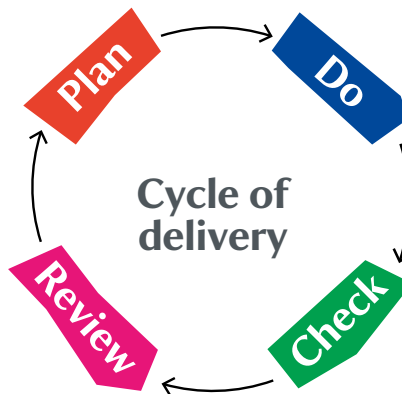
Certified to ISO14001, it provides a structured framework for planning, implementation, monitoring and review.

We **plan** for Climate Action across the whole of the organisation – from our national strategy to property business plans. These shape how we respond to climate risks and opportunities.

Our national and regional groups regularly **review** performance and adapt plans where needed.

This includes:

- Engaging with Regional Climate Action Steering Groups
- Working with Climate Action Delivery Leads
- Running CEMS property reviews
- Carrying out conservation reviews



We turn plans into **action and delivery** through a coordinated set of plans that guide how we care for places and respond to climate risks.

These include:

- National Trust Strategy
- Regional Contributions
- People and Places Plans
- Estate Management Plans
- Climate and Environment Management
- System (CEMS) Action Plans
- Climate Impact Assessments
- Coastal Adaptation Plans

We **check** our climate progress of the plans by evaluating key indicators such as our CO₂ performance, land use, compliance, and stakeholder feedback, among others.

Strategy

Climate change is embedded as a central strategic consideration within the National Trust's strategy, *People and Nature Thriving*.

The scale, diversity and longevity of the places in our care mean that decisions taken today will shape outcomes for decades to come. Climate change is therefore not treated as a standalone issue, but as a defining context that influences how we manage land, conserve heritage, plan investment and enable access for future generations.

Our response continues to be guided by the Climate Action Programme and its RACE framework – Reduce, Adapt, Capture and Engage – which brings together our approach to emissions reduction, climate resilience, carbon sequestration and wider public engagement. This framework provides a clear structure for action, ensuring that mitigation and adaptation are pursued alongside one another and that our work on climate directly supports nature recovery and public benefit.

During 2025–26, a key development in delivering this strategy has been the publication of the National Trust's Climate Action Transition Plan. The Transition Plan sets out how the Trust will move from long-term ambition to near-

term delivery in order to meet its commitment to reach net zero emissions by 2030. It acts as a practical roadmap, identifying the actions required across all parts of the organisation, including energy use, transport, agriculture, procurement and land management.

Importantly, the Transition Plan is not solely focused on carbon reduction. It is designed to ensure that emissions reduction, climate adaptation and nature recovery are integrated into a single, coherent approach. It sets out the sequencing of actions, highlights dependencies between operational and land-based change, and provides greater clarity on investment priorities and delivery risks. In doing so, it supports more informed decision-making across the organisation and enables climate considerations to be embedded into everyday practice. The Transition Plan therefore plays a critical role in aligning strategic ambition with operational delivery, ensuring that progress towards net zero is both credible and achievable.

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R We will **reduce** our carbon emissions from all of our activities, to be carbon net zero by 2030



A We will aim to be resilient and **adaptable** to a changing climate in every choice we make



C We will **capture** more carbon from our land, to be carbon net zero by 2030



E We will **engage** others – telling our story widely to inspire action from supporters and policymakers



Strategy (continued)

Alongside this, the Trust has continued to develop its use of climate scenario analysis to test the resilience of both its overarching strategy and its Transition Plan. In line with TCFD recommendations, three scenarios have been considered: an orderly transition, in which coordinated global action limits warming and enables a gradual shift to a low-carbon economy; a disorderly transition, in which delayed action results in more abrupt and disruptive change; and a high-warming scenario, in which insufficient mitigation leads to more severe and sustained climate impacts. These scenarios have been assessed across short-term (to 2030), medium-term (2030–2050) and long-term (beyond 2050) time horizons.

This analysis highlights that, across all scenarios, physical climate risks are the most significant and enduring challenge for the Trust. Risks such as coastal erosion, flooding, extreme weather events, habitat change and damage to historic buildings and collections are already being experienced and are projected to intensify over time. Given the Trust's extensive coastline, landholdings and historic estate, these risks are both widespread and deeply connected to our purpose.

The analysis also reinforces that adaptation has limits. In some locations, particularly along vulnerable coastlines and in climate-sensitive landscapes, it will not be possible to preserve assets in their current form indefinitely. The Trust's approach therefore focuses on managing change over the long term, using trigger-based decision-making and working with natural processes. This reflects a long-standing principle that conservation is not about holding places static, but about managing change in a way that sustains their significance and public value.

Transition risks are most pronounced in the short to medium term and are closely linked to the delivery of the Transition Plan. These include

energy price volatility, increased construction and supply chain costs, regulatory change and shifts in visitor behaviour. In an orderly transition, these risks are more predictable and can be incorporated into planning and investment decisions. In more disruptive scenarios, however, they place greater pressure on financial resources and delivery capacity, requiring the Trust to prioritise interventions and act at scale.

At the same time, the scenario analysis highlights a consistent set of opportunities across all futures. In particular, nature-based solutions – such as woodland creation, peatland restoration and catchment-scale water management – provide multiple benefits, supporting carbon sequestration, biodiversity recovery and improved resilience to climate impacts. These are considered low-regret actions, delivering value under all scenarios.

The Trust's reputation, partnerships and public engagement also represent important strategic strengths. Leadership in climate action supports long-term income resilience through membership, donations and partnerships, while strengthening the Trust's ability to influence wider society and inspire action.

Taken together, the analysis indicates that the National Trust's strategy and Climate Action Transition Plan are well aligned to an orderly transition, remain adaptable under more disruptive pathways, and are purpose-resilient even in higher-warming scenarios, albeit with increasing constraints on what can be protected and how resources are allocated. Climate change therefore reinforces the strategic direction set out in *People and Nature Thriving* and underlines the importance of continuing to integrate mitigation, adaptation and long-term stewardship into a single, coherent framework for delivery.

Further details of the scenario analysis are included in Appendix 1.

Risks and opportunities

Climate change presents material physical and transition risks to the National Trust's operations, assets and purpose.

Through long term stewardship, scenario based decision making and working with natural processes, the Trust is building resilience to a range of plausible climate futures. While some losses are unavoidable in higher

warming scenarios, the Trust's purpose, public benefit mandate and adaptive approach support continued delivery of value for present and future generations.

Climate scenario analysis and strategic resilience

Physical risks

The Trust takes a top-down and bottom-up approach to fully understand the physical risks facing our places and business processes. From our scenario analysis, informed by our in-house tool, NT's Hazard Maps, we understand the most material physical risks facing the Trust relate to extreme weather events, coastal erosion and sea level rise, impacts on habitats and biodiversity, and damage to historic buildings and collections. These risks are materialising now but increase over time and are particularly significant in the medium to long term, given the Trust's extensive coastline, landholdings and historic estate. In higher warming scenarios, some degree of asset loss or transformation is unavoidable. The Trust recognises that resilience in these circumstances does not always mean preserving individual assets but continuing to deliver public benefit through planned adaptation and working with natural processes.

We marry our organisational level analysis with one based at our places, marrying the high level of projections with local observations and experiences to start to build adaptation pathways.

The Climate Impact and Adaptation Pathway (CIAP) process

Our Adaptation Pathway approach combines data with on-the-ground insights to prepare for climate impacts. Key steps include:

1. Climate Impact Assessment

Using the Hazard Map and local observations to assess risks.

2. Action Planning

Identifying major threats and planning responses, from mitigating coastal erosion to handling extreme weather closures.

3. Property Observation Tool

Monitoring trigger points (e.g., drought duration or storm damage) to guide action.

4. Decision Points

When a threshold is met, we evaluate if intervention is needed.

This flexible, data-driven approach ensures long-term planning, budgeting, and confidence in climate adaptation.

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Risks and opportunities (continued)

We have aggregated the top five impacts and the top five impacted features coming through the CIAP process as set out in the table below. Hazards and examples were identified through frequency analysis of workshop observation records across regions. Hazards and affected

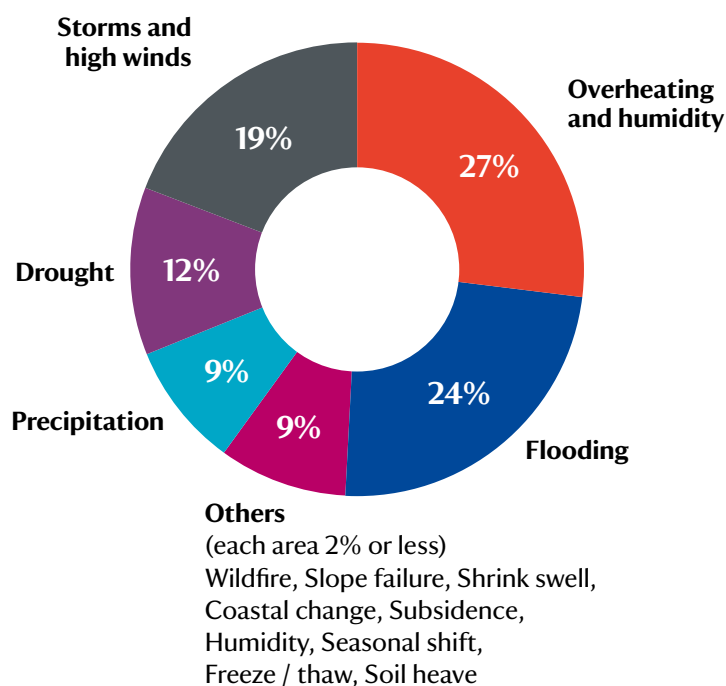
feature types were ranked based on the number of recorded observations. Examples were selected to illustrate typical impacts for each hazard, drawing where possible from different regions or properties to demonstrate geographical spread.

Hazards and observed examples summary

Hazard	Primary features affected	Observed impacts	Example locations
Flooding (pluvial / fluvial)	Infrastructure, gardens and parks, people and visitor activity	Inundated car parks and paths, access disruption, safety risks, erosion	Anglesey Abbey (Midlands & East) Flooded car parks and access routes affecting visitor safety and operations Cragside Gardens (North) Repeated flooding of garden areas and terraces causing path erosion and closures
Storm and high winds	Buildings, gardens and parks, countryside	Tree fall, fabric damage, closures, wind driven rain and safety risks	Anglesey Abbey (Midlands & East) Storm damage to trees and built fabric leading to operational disruption Central Lakes (North) Severe storm events with widespread countryside and flood impacts
Overheating and humidity	People and visitor activity, buildings, collections and interiors	Heat stress, visitor and staff discomfort, increased first aid demand, mould and pest pressure	Anglesey Abbey (Midlands & East) Overheating and high humidity affecting comfort and increasing first aid incidents
Drought	Gardens and parks, countryside, infrastructure	Water shortages, vegetation stress, irrigation pressure, wildfire risk	Anglesey Abbey (Midlands & East) Increased irrigation demand and stress on gardens during dry periods Beds & Herts (Midlands & East) Drought driven wildfire risk and woodland stress
Heavy precipitation / intense rainfall	Buildings, infrastructure, gardens and parks	Water ingress, overwhelmed drainage, erosion, damp	Pembrokeshire (Wales) Heavy rain and wind causing increased roof damp and water ingress NE Wales Intense rainfall leading to path erosion and road / access impacts

Risks and opportunities (continued)

All observed impacts from the CIAP process



Transition risks

Transition risks are most pronounced in the short to medium term and include energy price volatility, higher construction and supply chain costs, regulatory change, evolving visitor preferences and competition for funding. These risks are most effectively managed where change is orderly and predictable, and place greater pressure on budgets and delivery capacity where transitions are rapid and uneven.

Opportunities

The analysis also highlights significant and robust opportunities, particularly in nature based solutions, adaptation partnerships and the Trust's reputation and social licence. Nature based approaches offer low regret benefits across all scenarios, supporting climate adaptation, nature recovery and public value. Overall, the analysis indicates that the Trust's strategy is resilient under an orderly transition, remains adaptable under disorderly transition scenarios, and is purpose resilient – even where asset constraints increase – in higher warming futures. A detailed assessment of individual risks and opportunities, including materiality and indicative financial impacts, is set out in the appendix.

Metrics and targets

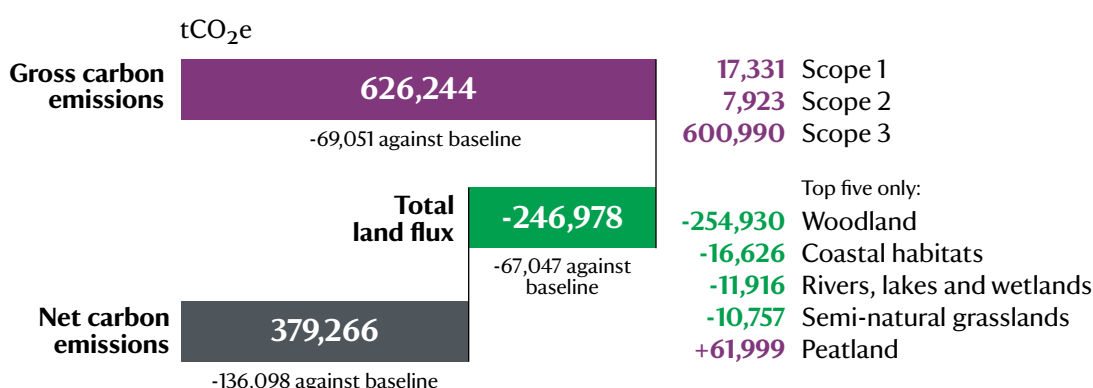
The National Trust measures its greenhouse gas emissions in line with the Greenhouse Gas Protocol, covering Scope 1, 2 and 3 emissions across its entire value chain.

The baseline year for reporting is 2019–20, reflecting the point at which the Trust established its commitment to achieve net zero emissions by 2030. This commitment is underpinned by two complementary objectives:

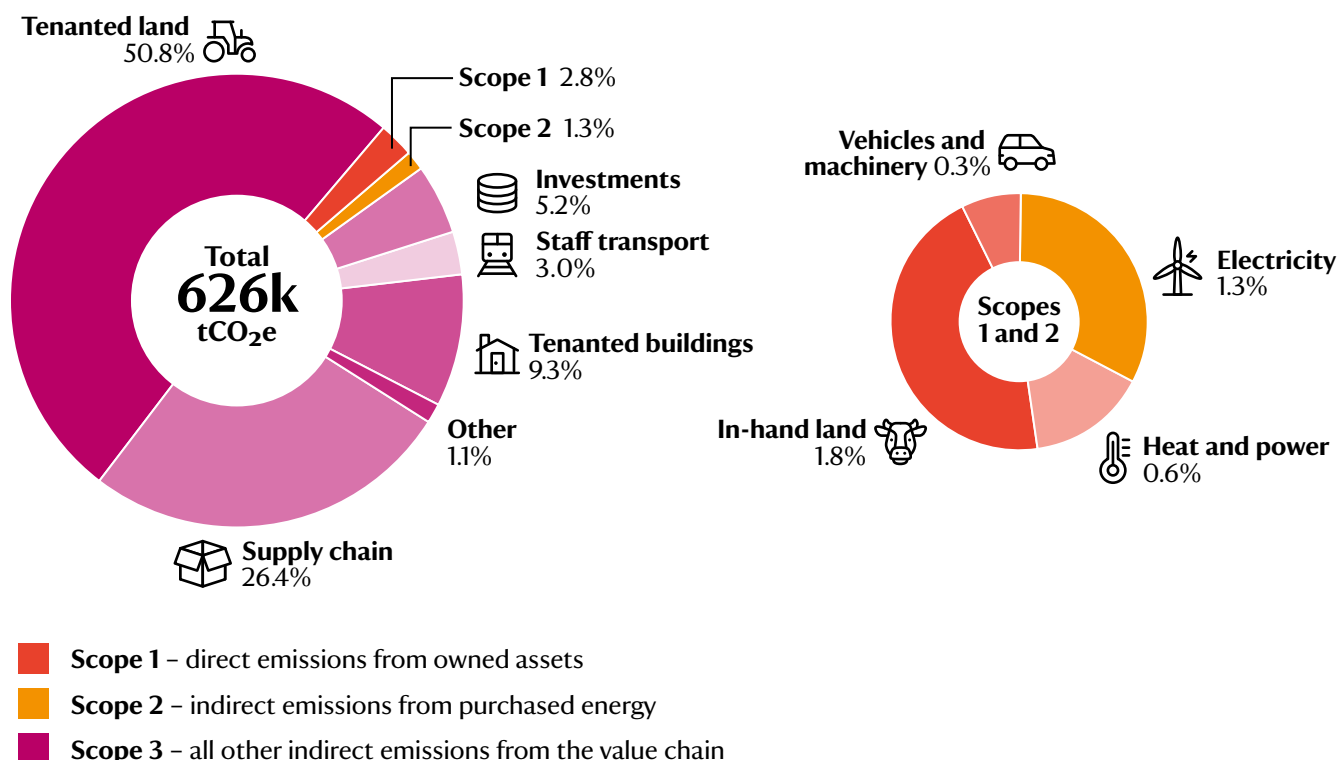
first, to reduce emissions in line with a science based pathway aligned with 1.5°C of warming; and second, to increase the amount of carbon removed and stored through nature based solutions on the Trust's land.

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Our net zero position 2025–26



Our greenhouse gas emissions inventory by scope and theme 2025–26



Metrics and targets (continued)

Over time, the Trust has continued to develop and refine its approach to measuring and managing emissions. During 2025–26, we have invested significantly in improving our emissions data quality and methods, giving us a more complete picture of our footprint. The development of the Farm Carbon Hub represents a significant step forward in improving agricultural emissions data quality and coverage, and the resulting data underlines the scale and significance of land based emissions, both from in-hand farming activity and the wider tenanted estate. Data collected through the Farm Carbon Hub during the year indicates that emissions from tenanted farms may be lower than previously estimated under modelled approaches. Conversely, inclusion of animals grazed under licence on our in-hand land has resulted in an increase in Scope 1 biogenic emissions. However, data maturity continues to develop and we acknowledge that there remains some uncertainty in our reported numbers, particularly in relation to emissions from grazing activities on our land.

The Farm Carbon Hub and broader methodology upgrades across supply chain, staff transport, vehicles and investments have improved consistency and confidence in the inventory. Together, these enhancements required a full baseline restatement (a -14% / -112k tCO₂e shift). This is a positive step for transparency and credibility allowing improved assessment of year-on-year progress. It also allows for more informed planning of

the remaining pathway to 2030. As a result of reducing emissions in our baseline, the quantified ‘distance’ to net zero is lower.

To support this improved understanding, the Trust has introduced a refined measurement framework. Net zero by 2030 remains the overarching strategic target, but this is now supported by a broader set of performance indicators that reflect the different drivers of emissions. In particular, Scope 1 and 2 emissions have been separated into two distinct categories: industrial emissions, which relate primarily to energy use across buildings, vehicles and equipment, and biogenic emissions, which relate to land based agricultural activities. This distinction recognises that these emission sources require different management approaches, capabilities and timescales.

The industrial Scope 1 and 2 emissions continue to be managed through a year on year reduction target, with the Trust aiming to reduce emissions by at least 5% annually against the baseline. This trajectory contributes to a wider organisational target of achieving a 30% reduction. During 2025–26, performance in this area has been strong. Reductions in fossil fuel use, improvements in fleet efficiency and ongoing decarbonisation of the electricity grid have all contributed to improved outcomes, and the Trust has exceeded its target of a 30% reduction in Scope 1 and 2 (industrial) emissions against baseline. This represents a significant milestone and demonstrates the impact of sustained focus on operational emissions.

Case study: Heat pumps at Eskdale Campsite, Lake District

At the Trust's 8-acre campsite in the Lake District, the shower block, shop, and office were upgraded from an oil-fired system to air source heat pumps. We installed three 12 kW units with buffer tanks and hot water cylinders to provide reliable year-round heating and hot water, alongside push-stop taps to reduce water use and improve efficiency. The system generates 57,139 kWh of renewable energy annually, replacing 8,483 litres of oil and saving 19.7 tonnes of CO₂e each year. Nearby Eelbeck Barn was also converted, with a 5 kW heat pump replacing LPG. The project was completed under budget within the two-month winter closure.

Performance at a more detailed level reflects a mix of progress and ongoing challenge. Emissions from heat and power have shown continued reduction against baseline, supported by energy efficiency improvements and the gradual transition away from fossil fuels. Vehicle and machinery emissions have also reduced over time, reflecting changes in fleet use and the early stages of electrification, although progress in this area remains sensitive to operational demand. Electricity related emissions have benefited from lower grid carbon intensity, alongside modest reductions in consumption despite increased electrification of heating and equipment.



Air source heat pump enclosure at Eskdale Campsite.



Across Scope 3 emissions, progress is more complex. These emissions, which include supply chain activity, staff commuting, business travel and emissions from tenanted land, represent the largest proportion of the Trust's overall footprint. While reductions have been achieved in certain areas – notably business travel and investments – other categories remain challenging to influence. In particular, supply chain emissions continue to be estimated using expenditure based methodologies, which provide an indication of scale but are less sensitive to changes in supplier behaviour. As a result, improving primary data collection across the supply chain is a key priority moving forward.

The improved data from the Farm Carbon Hub is beginning to address a similar challenge for agricultural emissions. Early findings suggest that emissions from tenanted farms may be lower than previously estimated, and that reductions are already being achieved at property level. However, full coverage will take time, with data collection scheduled to continue over the next two years. As this data becomes more complete, it is expected to provide a more dynamic and accurate picture of emissions from land use.

Case study: Monyash Farm

Monyash House Farm has seen a major shift in its carbon emissions as it moved from a high input dairy system in 2009 to a lower emission, grass based beef enterprise by 2026. Our carbon assessment has evidenced a clear downward trend in total farm emissions, reflecting reduced livestock numbers, lower reliance on bought in feed, and the expansion of species rich grasslands. Successive agri environment schemes – Countryside Stewardship Scheme, Higher Level Stewardship, and now Countryside Stewardship Higher Tier – have been central to this transition, providing the financial stability and management framework needed to restore hay meadows, reduce inputs, and embed low carbon practices across the whole holding.

Alongside carbon reduction, the farm has delivered significant nature gains, with around half the land now priority habitat and species rich meadows supporting increasing bird, insect, and plant diversity. These outcomes have been made possible by long term, trust based engagement between the Trust and the tenant family, who have co designed each scheme iteration and shaped grazing, restoration, and monitoring decisions over more than two decades. This collaborative approach has created a resilient, low carbon, nature rich farm business that continues to evolve through new opportunities such as SFI options and organic conversion.

In addition to emissions reduction, the Trust continues to track progress in carbon sequestration through land management. Woodland creation, peatland restoration and habitat improvement are increasing the amount of carbon removed from the atmosphere, supporting the Trust's overall net emissions position. Taken together, reductions in operational emissions and increases in carbon sequestration have resulted in a significant

reduction in net emissions compared with the 2019–20 baseline, although further progress will be required to meet the 2030 target.

The Trust continues to publish a comprehensive carbon inventory, including detailed breakdowns across scopes and categories, along with land use carbon data. These metrics are supported by ongoing development of reporting tools and dashboards, improving transparency and enabling more effective management of performance across the organisation.

The full methodology for our carbon accounting is given in the annex.

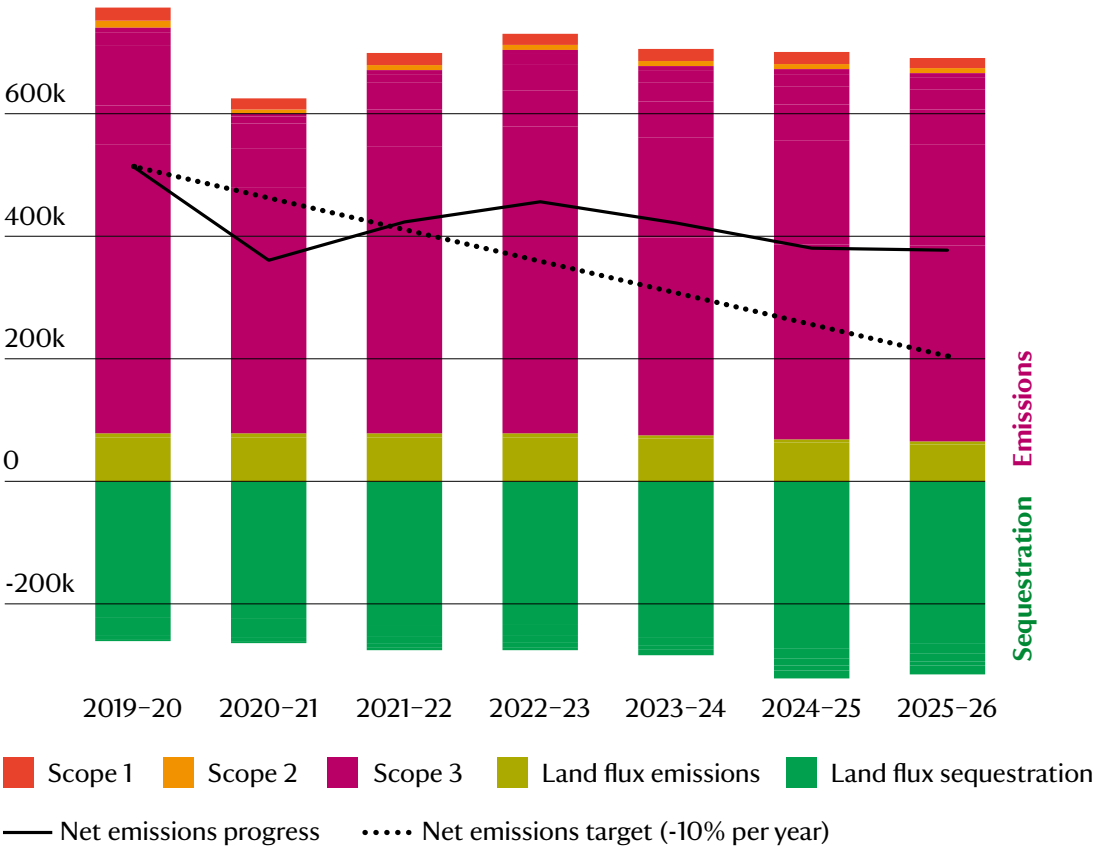
Looking ahead, the focus will be on continuing to improve data quality and coverage, particularly across supply chains and tenanted land, while embedding the updated measurement framework across the organisation. The development of the Sustainable Procurement Hub, alongside further expansion of the Farm Carbon Hub, will support a transition from modelled to primary emissions data. Strengthening governance and accountability for carbon performance will be critical to ensuring that these metrics drive sustained action and support delivery of the Trust's climate ambitions.



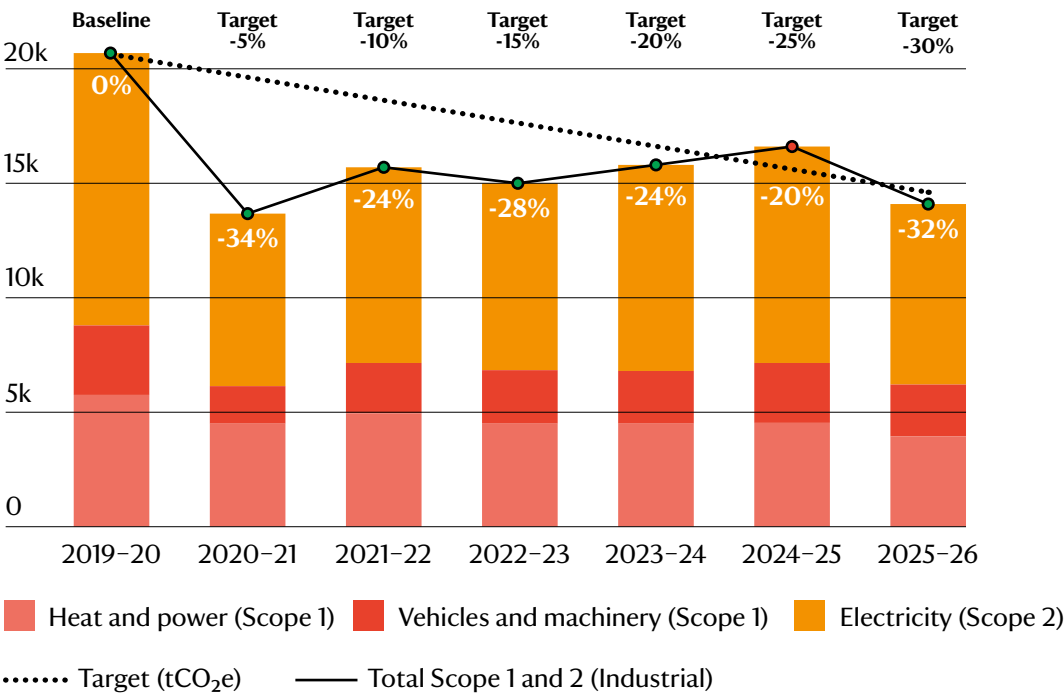
Species-rich grassland at Monyash Farm.

Metrics and targets (continued)

Net Zero Progress 2025-26 – Tonnes CO₂e



Scope 1 and 2 (industrial) KPI progress – Tonnes CO₂e



Metrics and targets (continued)

Assessment of progress against the Climate Action Transition Plan

As part of the Trust's commitment to transparency and robust climate governance, we assess progress against the actions set out in our Climate Action Transition Plan. This reflects good practice in climate related disclosure and aligns with the expectations of the Transition Plan Taskforce (TPT), which emphasises the importance of ongoing monitoring, accountability and reporting against transition plan delivery.

This assessment draws on performance data, operational delivery and the development of supporting frameworks during 2025–26. It considers progress across key elements of the Transition Plan, including emissions reduction, data and measurement, adaptation, and wider organisational readiness.

Planting a mix of deciduous and evergreen trees as part of the Trees for Climate programme in partnership with England's Community Forests at Lunt, Liverpool.



Metrics and targets (continued)

Theme	Assessment of progress	Evidence / Detail	Overall status
Operational decarbonisation (Scope 1 and 2)	Strong progress; ahead of target	The Trust has exceeded its Scope 1 and 2 (industrial) emissions reduction target of -30% against baseline, driven by reduced fossil fuel use, improved energy efficiency, fleet optimisation and grid decarbonisation. Demonstrates effective delivery in areas under direct control	Ahead of plan
Biogenic / land-based emissions (Scope 1 and 2)	Early-stage progress; limited targeted intervention to date	Separation of industrial and biogenic emissions highlights that land-based emissions have not yet seen the same level of structured decarbonisation action. Strategy and ownership are still evolving	Developing / at risk
Scope 3 emissions (supply chain, tenanted land)	Good progress; major challenge remains	Scope 3 emissions remain the largest share of the Trust's footprint. Improvements have been made in business travel and investments, but procurement and tenanted land still rely heavily on modelled data. Structural change required	At risk / critical focus area
Data and measurement (enabler)	Significant progress	Introduction of the Farm Carbon Hub and methodological improvements have transformed emissions data quality. Full baseline restatement completed, strengthening credibility and enabling better decision-making	Strong progress
Agricultural emissions (in-hand and tenanted land)	Improving insight; delivery still emerging	Farm Carbon Hub data shows improved visibility of emissions and suggests reductions in some tenanted farms. However, coverage is partial and full rollout will take several years	On track (early stage)
Delivery frameworks and governance	Strong progress	Introduction of refined KPIs (including industrial versus biogenic split), strengthened governance through Programme Board and Portfolio Boards, and improved reporting frameworks	On track
Adaptation (CIAP)	Strong progress; scaling effectively	CIAP rollout enabling place-based understanding of risk, integrating hazard data with local insight. Supporting long-term planning and embedding adaptation into decision-making	On track / strengthening
Scenario analysis and strategic alignment	Strong progress	Scenario analysis (orderly, disorderly, high warming) has strengthened understanding of long-term risks and validated strategic direction. Highlights increasing physical risks and the need for managed change	On track
Nature-based solutions / carbon capture	Positive trajectory	Continued delivery of woodland creation, peatland restoration and habitat improvement increasing sequestration and improving net emissions position. Woodland creation needs accelerating to meet net zero target	Strengthening
Net zero trajectory (overall)	Credible but dependent on acceleration	Net emissions remain significantly reduced compared to baseline, reflecting operational reductions and increased sequestration. However, achieving net zero by 2030 depends on faster progress in Scope 3 and land-based change	Credible but requires acceleration

Metrics and targets (continued)

Operational sustainability

In 2025–26 we focused on practical, estate-wide actions that reduce resource use, cut waste and pollution, and strengthen resilience to rising costs and tightening regulation. This work is underpinned by our Climate and Environmental Management System (CEMS), which provides a consistent framework for governance, assurance and continuous improvement across a complex and diverse portfolio.

This year we were recertified to ISO 14001 with no major non-conformities, reflecting a strengthening of environmental management across the Trust and the continued ‘one-team’ approach between central teams, CEAs and property colleagues. CEMS has expanded into Outdoor Holidays, and Climate Impact and Adaptation Pathway reviews are now embedded in annual management reviews, improving leadership oversight of material risks and the actions needed to manage them. We have also enhanced our systems to better record and report actions (including climate adaptation) through Vantage, supporting clearer KPI reporting over time.

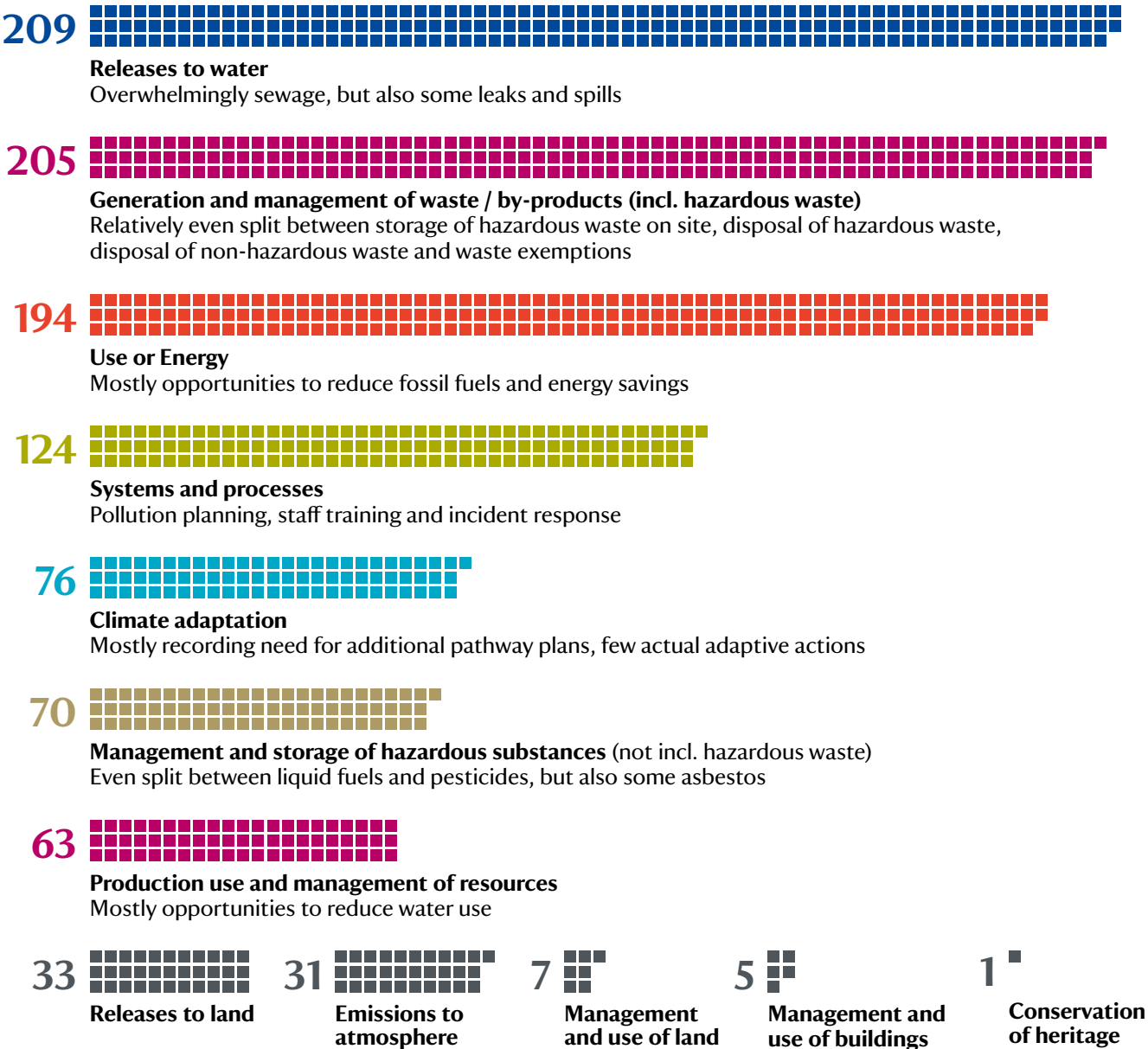
While performance is improving, priorities for acceleration are clear. Sewage treatment controls and compliance with environmental permits remain a key risk area, and completion of Sewage Treatment Management Plans for all our private treatment systems is now required by June 2026. In parallel, we are addressing long-standing corrective actions in Vantage, improving refresher training (including sewage treatment, spill response and F-gas), and strengthening consistent use of incident reporting to ensure issues are identified early and managed effectively.

Alongside these system improvements, we have implemented and embedded new and updated compliance obligations, including simpler recycling requirements in England, an updated Pollution Prevention instruction and associated guidance, and the revised Peat Free Sourcing instruction.



Metrics and targets (continued)

Actions completed in 2025–26



Metrics and targets (continued)

Waste, circularity and pollution prevention

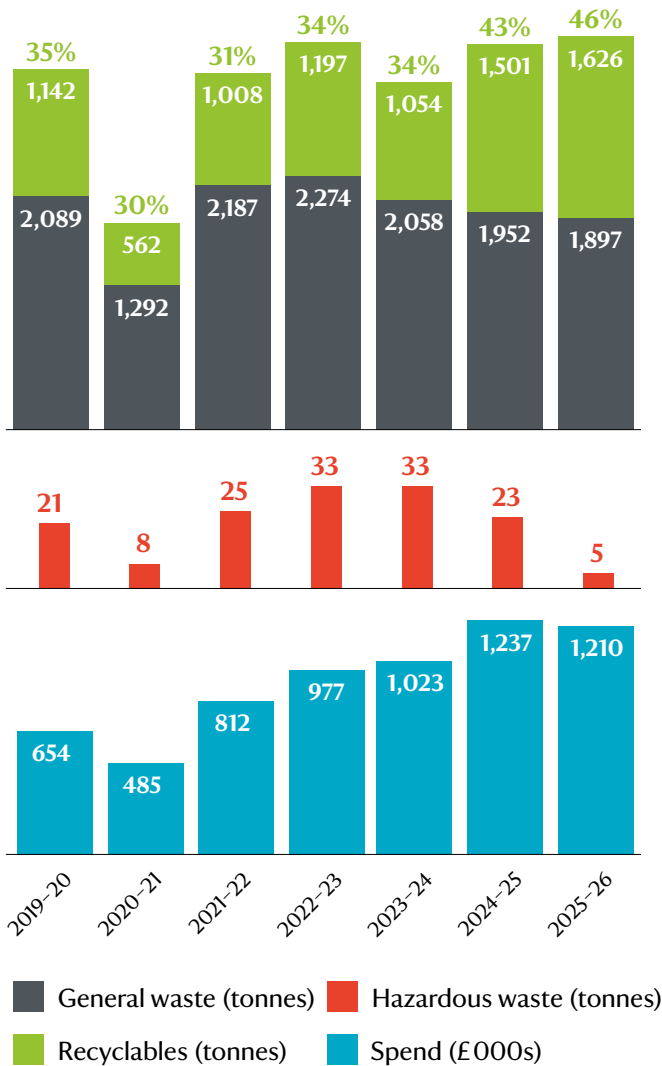
Across our operations, progress continues in moving waste up the hierarchy, improving segregation and reducing higher-risk waste streams, while we strengthen data coverage and consistency. From our waste dashboard (covering approximately half of properties), total waste collected was 3,529 tonnes in 2025–26. This represents a small year-on-year increase and reflects both operational activity and broader capture of contractor data. Importantly, overall waste cost reduced slightly to around £1.21m despite expanded services, suggesting improved management and a shifting waste mix.

Recycling performance improved: the recycling rate rose to 46% (up from 43% last year), supported by clearer systems and the introduction of new recycling requirements. Landfill diversion increased to 93%. While disposal routes are ultimately determined by contractors, our greatest influence is through waste prevention at source and maximising recyclable material presented for collection. Food waste collections continued to rise as services rolled out across food and beverage operations, with collected material sent to anaerobic digestion to produce biogas and digestate.

We are also working on ‘difficult waste’ that creates a disproportionate cost and compliance burden. A growing issue is fly-tipped nitrous oxide canisters, which require safe, compliant and cost-effective handling. Work is underway to develop consistent guidance with operational risk and to support properties managing incidents, alongside broader prevention activity with partners where appropriate.

Waste data

Covering approximately 50% of our properties



At the same time, we are expanding practical circular solutions that retain value in materials. A new process to recycle redundant hard hats is now in place, and tree shelter recycling hubs continue to divert significant volumes of plastic from disposal routes while supporting reuse where possible.

Metrics and targets (continued)

Reducing single-use and enabling behaviour change at scale

Reducing reliance on single-use materials remains a priority, particularly in cafés where the scale of activity makes the impact highly visible. With around 300 outlets serving roughly 40,000 hot drinks per day and a significant takeaway proportion, single-use cups represent a material cost and carbon driver as well as a major waste stream.

Our approach is designed for scale and long-term behaviour change rather than an abrupt restriction. It combines incentives for bring-your-own-cup, a charge for disposables where alternatives exist, and practical ‘choice architecture’ changes such as keeping disposables out of sight, alongside trials of reuse systems suited to different property contexts.

Early results indicate this approach is working: single-use cup orders fell by 18% in the first four months of 2026 compared with the same period last year. Scaling this progress depends on tackling the practical barriers that shape behaviour and delivery at estate scale – awareness, convenience, collection infrastructure, data visibility and, in some locations, connectivity constraints – while continuing to make reuse the easiest option for visitors.

Case study: Local ownership unlocking environmental and cost benefits at Box Hill

Box Hill shows how local leadership and day-to-day ownership can turn a reuse model into measurable outcomes. The team embedded a returnable approach into operations and actively managed the visitor journey, making it easy to participate and keeping the system running smoothly. Over a short period, thousands of disposable cups were avoided, and the property also reduced waste management costs by more than £10,000. The experience also provides a key learning for scale: ‘honesty-based’ models can perform strongly when they are owned and managed locally, but losses still need to be anticipated and mitigated as schemes expand.



Metrics and targets (continued)

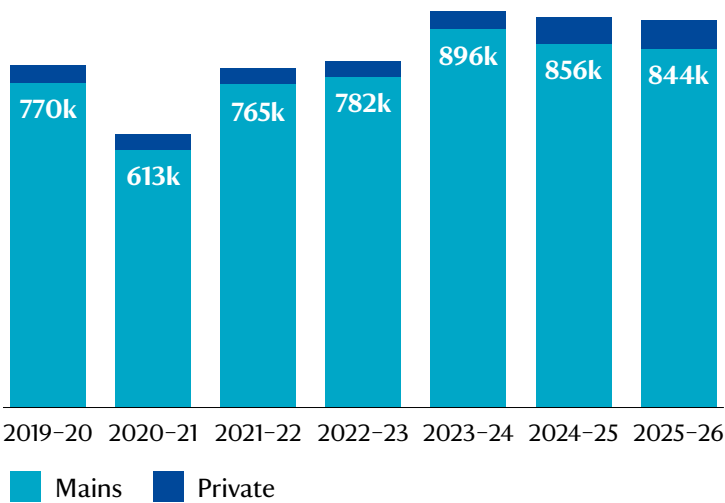
Water resilience and cost control

Water is increasingly both a sustainability issue and a resilience issue. In 2025–26, mains water consumption reduced to 844,249 m³ (a 1.4% decrease) despite higher visitor numbers and widespread drought conditions, indicating that efficiency interventions are having an effect. However, changes to charging structures drove a 42% increase in annual mains water spend

to £2.48m, reinforcing the importance of controlling leakage, improving data quality and targeting interventions where they will deliver the greatest impact.

Smart metering is helping to surface hidden losses quickly; uncontrolled leakage has been equivalent to around 2 million litres per month in some cases.

Annual water consumption m³



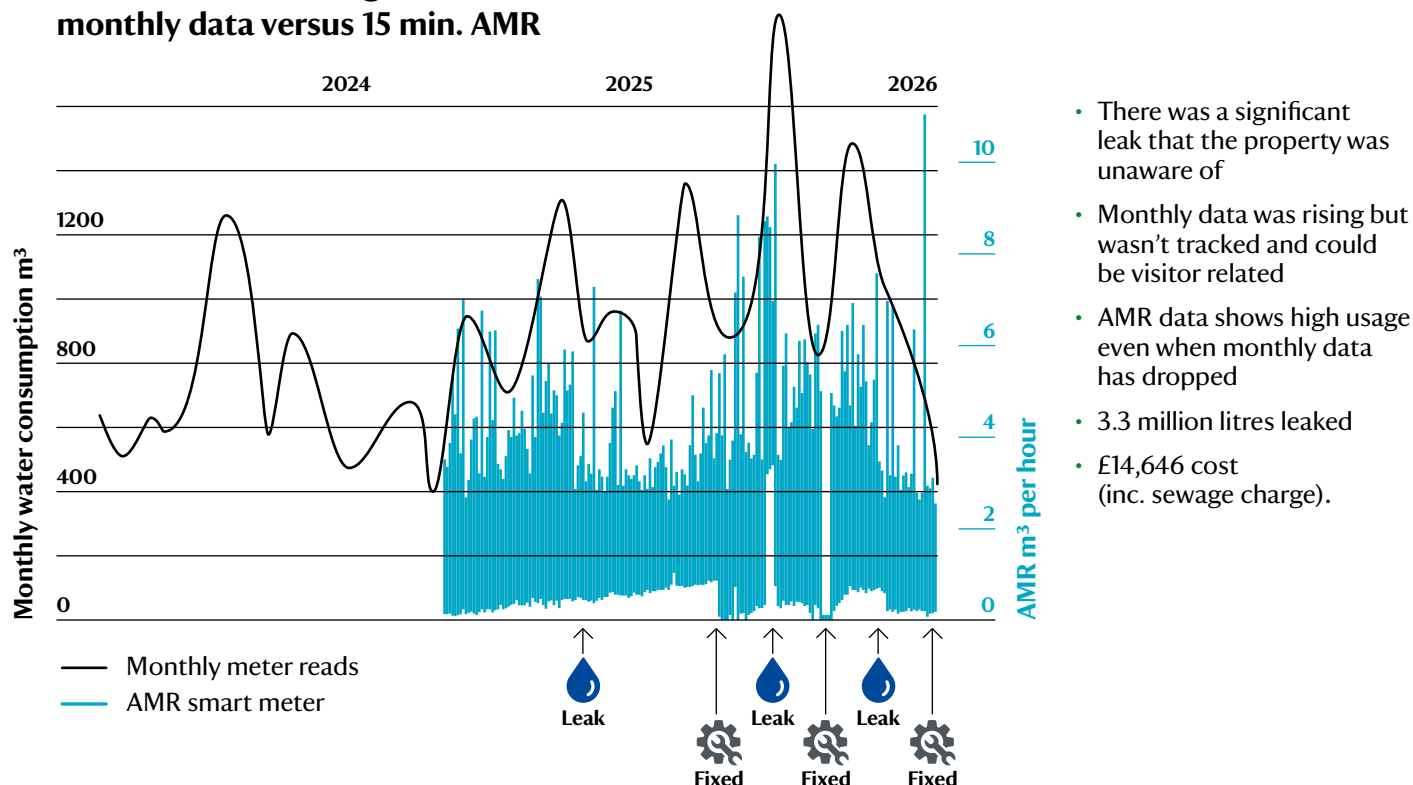
Metrics and targets (continued)

Finding and fixing hidden water losses (Ickworth and Blickling)

At Ickworth and Blickling, targeted audits and improved monitoring helped save water. By focusing on leakage and the performance of taps and WCs, teams delivered water savings of around 3,000 litres per day – reducing both environmental impact and cost exposure without affecting visitor experience. Through the year, the teams demonstrated that fastest gains often come from improving visibility: smarter monitoring, stronger metering and higher-quality reads enable teams to pinpoint problems early and intervene quickly, particularly during dry periods when resilience matters most.

At Ickworth, the installation of a smart meter helped the team identify a leak caused by a hole in an old pipe. This increase in consumption would have been very hard to pick up using intermittent manual reads. But with a 15 minute logger (Automated Meter Reader, AMR), the shape of the graph provided the team with an obvious prompt that a material water loss was occurring. Fixing the leak has saved the property money, as well as ensuring our water use comes back under control.

Ickworth water leakage – monthly data versus 15 min. AMR



Looking ahead

Across waste, water and materials, the key to continued progress is alignment between systems, data, infrastructure and behaviour. In 2026–27 we will focus on closing priority compliance actions (including sewage management planning), improving data quality (especially metering and waste coverage),

scaling proven circular solutions, and targeting the highest-impact properties for leakage reduction and single-use elimination – so that operational sustainability continues to deliver measurable environmental benefit alongside stronger resilience and cost control.

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Photovoltaic panels at the visitor centre, Sutton Hoo, Suffolk.

Appendix 1: Expanded scenario analysis

This appendix provides a scenario-by-scenario assessment of each material climate-related risk and opportunity, including an indicative materiality ranking and mapping to the Trust's primary financial statement lines.

Physical risks	Materiality	Orderly transition	Disorderly transition	High warming	Financial statement impact
Coastal erosion and flooding	Very High	Planned adaptation	Accelerated erosion	Permanent loss of assets	Asset values; impairment
Extreme weather events	High	More frequent disruption	Compound extreme events	Chronic operational disruption	Operating costs; income
Habitat change	High	Managed ecological transition	Rapid ecological shocks	Loss of sensitive habitats	Conservation expenditure
Historic buildings damage	High	Increased maintenance	Frequent failures	Limits to preservation	Maintenance provisions

Transition risks

Energy price volatility	High	Predictable cost increases	Severe price shocks	Geopolitical energy disruption	Operating expenditure
Supply chain and construction costs	Medium-High	Gradual cost increases	Rapid inflation and shortages	Material and labour scarcity	Capital expenditure
Regulatory change	Medium	Progressive tightening	Abrupt regulatory shifts	Fragmented regulation	Capital compliance costs
Visitor preference change	High	Growth in low carbon demand	Volatile visitation patterns	Heat driven decline in some offers	Visitor income
Access to funding	Medium	Competitive funding landscape	Rapid funding reallocation	Public finance constraints	Grant income

Opportunities

Nature-based solutions	Very High	Strong policy and funding support	Low regret adaptation	Essential resilience pathway	Grant income; capital efficiency
Adaptation partnerships	Medium	Advisory delivery roles	Demonstration projects	Community resilience leadership	Partnership income
Reputation and trust	High	Leadership recognition	Credibility under uncertainty	Moral authority	Donations; memberships

Appendix 2: Summary of climate physical and transition risks

Summary of the climate risks and opportunities facing the Trust

Physical / transition risk	Aspect	Key hazards / risks	R / O*	Timescale	Financial impact	Operational impact	Mitigations
Physical	Buildings, collections and infrastructure (See: <i>A Climate for Change</i>)	Flooding, subsidence, landslip, intense rainfall, pests and diseases, high heat and humidity, coastal erosion and sea level rise	R	Short / Medium / Long	High	High	Local climate impact assessments, adaptation pathways, conservation heating review, relocation of at-risk infrastructure
Physical	Gardens and parks (See: <i>A Climate for Change</i>)	Flooding, drought, pests and diseases, high heat	R & O	Short / Medium / Long	High	High	Climate impact assessments, adaptive planting, improved drainage, new watering and mulching regimes
Physical	Nature (See: <i>Wildlife and Climate Change</i> – National Trust)	Flooding, wildfires, drought, pests and diseases, intense rainfall, landslips, coastal erosion and sea level rise	R	Short / Medium / Long	Medium	High	Restoration projects to enhance resilience
Physical	Visitor patterns	Flooding, storms, wildfires, high heat, coastal erosion and sea level rise	R & O	Short / Medium / Long	–	–	Research on visitor behaviour and climate impacts to develop mitigation strategies
Transitional	Reputation	Stakeholder expectations of the Trust's conservation role exceeding performance	R	Medium / Long	–	–	Ongoing monitoring and reporting on climate KPIs, engagement campaigns
Transitional	Staff and volunteers	The Trust seen as an employer of choice due to climate action	O	Medium / Long	–	–	Climate communication, staff training, addressing climate anxiety
Transitional	Revenue growth	Increased access to climate-aligned funding, philanthropy, and government grants	O	Short / Medium / Long	–	–	Strengthening climate-related fundraising, ethical offsetting, strategic partnerships

*Risk / Opportunity

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 1	Heat and power	Bioenergy	Manual meter reads (actual) x Defra 2025 emission factors	Biomass based on heat meter net kWh output rather than raw material tonnage	YES (Indirect) Although Emission category or Emission theme did not meet significance threshold, this was triggered due to the Emission scope meeting the significance threshold	-5 tCO ₂ e (-1.9%)
		Fossil energy	Manual meter reads and records of delivered fuels (actual) x Defra 2025 emission factors	We were previously only applying one factor to all oil, which was generalising and mis-stating the truth, so updated to use oil sub-type (e.g. Kerosene, fuel-oil)	YES (Indirect) As above. Oil sub-category split into multiple sources according to resource sub-type and new emission factors applied	+61 tCO ₂ e (+1.1%)
	Fleet and machinery fuel	Fossil fuels	Fuel card purchases, records of delivered fuels and expense claims (actual) x Defra 2025 emission factors	Unknown fuels or engine size are applied unknown or average values, respectively	YES Identified an expense category that related to refuelling estate vehicles which was previously omitted, now included. Removal of some minor duplication of certain fuel deliveries. Change of emissions factor for 'Other diesel' (previously 'Diesel 100% Mineral Diesel', now 'Gas oil' (red diesel) as is the more conservative factor as specific diesel type is not specified	+249 tCO ₂ e (+8.8%)

* Applied where baseline adjustment policy met (>5% change at any stage up to ^ emission category level)

^ We have updated our Baseline Recalculation Guidance to use a hierarchy approach when considering significance thresholds, meaning we will review a change against emissions up to their emission category boundary, beginning with the 'parent' boundaries of 'Total GHG Inventory', 'Emissions Scope', and 'Emissions Theme', before assessing 'Emissions Category'.

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 1	In-hand land	In-hand agriculture	Integrated Land-use and Farm Planning survey undertaken at relevant properties (actual) x average IPCC 2019 emission factors. Fertiliser related purchase orders and spend converted to usage (estimate) x IPCC 2019 emission factors	Reliance on manual data entry introduces potential for error. Average enteric fermentation rates, and manure management methods, per species applied (no correction for age, mass, feed etc). AR6 GWP ₁₀₀ used for CH ₄ and N ₂ O. Average cost per kg of fertiliser assumed. Where fertiliser is purchased it is included in name of purchase order. Average NPK fertiliser used	YES This year we launched the Farm Carbon Hub (FCH) which is a data collection platform to collate actual data from an Integrated Farm and Land Planning questionnaire that is to be undertaken across all NT land that has agricultural activity. Collecting 100% of our in-hand agricultural activity has therefore corrected some of our previously used data points. Update GWP values to AR6 (IPCC, 2023): CH ₄ from 28 to 27, N ₂ O from 265 to 273	+966 tCO ₂ e (+22.5%)
		Grazing licences	Extraction of grazing licence information from in-house Property System, with Integrated Land-use and Farm Planning survey undertaken at relevant properties (actual) x average IPCC 2019 emission factors	Reliance on manual data entry introduces potential for error. Average enteric fermentation rates, and manure management methods, per species applied (no correction for age, mass, feed etc). AR6 GWP ₁₀₀ used for CH ₄ and N ₂ O	YES New, previously omitted emission category relating to animals on Trust land that we control but do not own, collected via the FCH. We have collected information for licences we are aware of across all regions (except Northern Ireland)	+6,481 tCO ₂ e (New emission category)

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 2	Electricity	Grid electricity	Manual and Automatic Meter reads (actual) x Defra 2025 emission factor	Reliance on manual data entry introduces potential for error. Where meters supply mix of in-hand and tenanted (e.g. donor family) split of usage is estimated	YES (Indirect) Although Emission category, Emission theme or Emission scope did not meet significance threshold, this was triggered due to the 'higher tier' NT Total Inventory meeting the significance threshold	-147 tCO ₂ e (-1.2%)
		Electric vehicles	Expensed mileage claims (actual) x Defra 2025 emission factor	–	YES New, previously omitted emission category relating to offsite charging of electric estate vehicles	+1 tCO ₂ e (New emission category)

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 3	Tenanted land	Tenant farms	Hybrid method whilst we move all data points from modelled to actual: Actual: Extraction of farm lease information from in-house Property System, with Integrated Land-use and Farm Planning survey undertaken with relevant farm tenants (actual) x average IPCC 2019 emission factors. Estimate: Total livestock by species across all of NT tenants (estimate) x proportion of pastoral land per property (estimate) x IPCC 2019 emission factors. Average fertiliser application rates per Ha per land use class (estimate) x IPCC 2019 emission factors	Total livestock holdings estimated using national stocking estimates and tenant sample data points. Average enteric fermentation rates, and manure management methods, per species applied (no correction for age, mass, feed etc). AR6 GWP ₁₀₀ used for CH ₄ and N ₂ O. 28% of land covered by new 'actual' data method, with the remaining 72% using the estimated method. Average fertiliser per land use class assumed	YES This year we launched the Farm Carbon Hub (FCH) which is a data collection platform to collate data from an Integrated Farm and Land Planning questionnaire that is to be undertaken across all NT land that has agricultural activity. Collecting for 28% of our land under lease so far. Update GWP values to AR6 (IPCC, 2023): CH ₄ from 28 to 27, N ₂ O from 265 to 273	-76,529 tCO ₂ e (-19.2%)
	Supply chain	Purchased goods and services	Purchase orders, card spend and till system orders x SWC MRIO** 2025 emission factors (estimate)	NT product codes mapped to most aligned SWC MRIO emission factor but not always matching	YES Version 3 of the SWC MRIO was released which updated the methodology to calculate the relevant emission factors, all the way back to 2018. Financial data used was previously based on PO total (committed spend) and exclusive of VAT, which were identified as not conforming with best practice and incorrectly using SWC emission factors. Updated to be based on invoice total (actual spend) and inclusive of VAT	+25,421 tCO ₂ e (+22.5%)
	Tenanted buildings	Capital goods	Purchase orders and card spend that is capitalised within our financial accounts x SWC MRIO** 2025 emission factors (estimate)	Based on project and budget codes that have been 'capitalised' by our finance team within their accounting	YES As above	+3,428 tCO ₂ e (+43.2%)
		Tenanted buildings	Actual and modelled EPC data, or CIBSE 2012 benchmark energy consumption x floor area by building type (estimate) x Defra 2025 emission factors	Residential buildings that have EPCs rely on the RdSAP methodology to estimate carbon emissions	YES New categorisation of non-residential leased building types within our Property System which altered the relevant CIBSE emission factors used, notably some units previously listed as 'Other Building' have been updated to 'Pubs / Inns'	+4,239 tCO ₂ e (+7.1%)

** Small World Consultancy Multi-Regional Input Output model

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 3	Investments	Investment portfolio	Modelled using standard MSCI reporting tools and the EVIC method (estimate) via our investment broker	Where full underlying companies are not known (e.g. funds of funds), a broad sector proxy is applied	YES Switch to a new EVIC methodology, approved by Partnership for Carbon Accounting Financials (PCAF) and GHG Protocol	-78,615 tCO ₂ e (-44.4%)
	Staff transport	Business travel	Total flight distance by class and haul (actual) x Defra 2025 emission factors. Total rail and private mileage distance (actual) and distance for other claims e.g. taxi (estimate) x Defra 2025 emission factors. No. of nights per country (actual) x Defra 2025 emission factors	Emission factor used includes Radiative Forcing (RF) as recommended. Any expense claims for travel have distance estimated except private mileage. If a country does not have a listed emission factor, average of all others used	YES Error with 'public transport – rail' distance identified in our travel partner datasets (KM values incorrectly displayed for ~90% of records in baseline) that has been corrected	+234 tCO ₂ e (+7.3%)
		Employee commuting and home-working	Staff headcount (actual) x average commuting trends (estimate) x Defra 2025 emission factors. Staff headcount (actual) x WFH by job type (estimate) x Defra 2025 emission factors	Split of homeworking versus commuting based on assessment by job family of if a homeworking or office-based role	YES New methods developed as we were using outdated estimations within the employee commuting category which had since had data or logical improvements e.g. binary approaches to WFH removed, working days per month corrected, distances moved from averages to postcode calculated, mode of transport from generic to commuting specific, volunteer data based on logged hours rather than assumed working patterns	+1,997 tCO ₂ e (+12.4%)

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Emission scope	Emission theme	Emission category	Methodology	Key assumptions	Baseline recalculation*	Baseline change
Scope 3	Other	Fuel and energy related activity	Meter reads, fuel purchased and records of delivered fuels (actual) x Defra 2025 emission factors	Includes 'Well-to-tank' (WTT) emissions for all fuels and Transmission and Distribution (T&D) for purchased electricity	YES Changes to scope 1 and 2 additions have an impact on this category, as well as a correction to the workflow that was previously omitting certain fuel types (biomass and some diesel) from this category	+472 tCO ₂ e (+11.6%)
		Upstream transport	Average delivery mode, distance and item weight for customer orders per country (estimate) x Defra 2025 emission factors	Other upstream transport included within Purchased goods and Services category	YES (Indirect) Although Emission category or Emission theme did not meet significance threshold, this was triggered due to the Emission scope meeting the significance threshold	+0 tCO ₂ e (+0.0%)
		Waste	Weights and destination / treatment type of waste (actual) x Defra 2025 emission factors	Data limited to properties contracted to main waste suppliers	YES Refreshed supplier declared data for baseline year, relating to waste weight and fate	+162 tCO ₂ e (+14.8%)
		End of life	Product category weights and treatment destination (estimate) x sales report quantities (actual) x Defra 2025 emission factors	Assumed percentage of products diverted from landfill taken from DEFRA report on the UK Statistics on Waste	YES (Indirect) Although Emission category or Emission theme did not meet significance threshold, this was triggered due to the Emission scope meeting the significance threshold	+15 tCO ₂ e (+0.8%)
Outside of scope Land use and removals ***	Land flux	Emissions from our land	Habitat type (including condition) and age from GIS x flux model from 2021 Natural England Habitat Carbon review	UK Habitat classifications relating to peatland have limited alignment to Natural England Habitat carbon review data points, leading to large swings in emissions to sequestration through initial restoration actions	No	N/A
		Removals from our land	Habitat type (including condition) and age from GIS x flux model from 2021 Natural England Habitat Carbon review OR Woodland Carbon Code sequestration models	Includes sequestration for extant habitats using average age profiles	No	N/A

*** These emissions and removals have historically been outside of scope from the GHG Protocol Corporate Standard, however in January 2026 the GHG Protocol Land Use and Removals guidance was released, bringing some of these emissions and removals within scope – we will align to these new boundaries and methods in line with the 2027 deadline.

Appendix 3: Carbon account methodology and re-baselining position – NT Total GHG

Baseline recalculation overview summary	Previous baseline (tCO ₂ e)	New baseline (tCO ₂ e)	Change (tCO ₂ e)	Change (%)
Scope 1	12,801	20,509	+7,708	60.2
Scope 2	12,075	11,930	-145	-1.2
Scope 3	782,303	662,856	-119,447	-15.3
Total GHG inventory emissions	807,179	695,295	-111,884	-13.9

Appendix 4: Net zero progress 2025–26 – Net emissions detail (in tonnes CO₂)

		Emission theme							Change (%) vs prior year	Change (%) against baseline
		2019–20	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26		
Emission scope	Heat and power	5,750	4,511	4,957	4,508	4,521	4,537	3,952	-12.9	-31.3
	Vehicles and machinery	3,071	1,659	2,219	2,337	2,292	2,640	2,259	-14.4	-26.4
	In-hand land	11,688	11,681	11,690	11,694	11,577	11,435	11,120	-2.8	-4.9
Scope 2	Electricity	11,930	7,551	8,562	8,190	9,025	9,470	7,923	-16.3	-33.6
Scope 3	Tenanted land	321,748	321,734	321,721	321,709	321,645	318,221	318,199	0	-1.1
	Supply chain	149,805	81,378	146,787	179,276	163,229	170,244	165,498	-2.8	10.5
	Tenanted buildings	63,697	63,052	61,971	60,839	59,276	59,080	58,383	-1.2	-8.3
	Investments	98,385	39,845	43,612	42,122	32,746	29,983	32,812	9.4	-66.6
	Staff transport	21,479	11,787	13,343	16,716	18,356	19,553	19,056	-2.5	-11.3
	Other	7,743	4,555	6,706	6,712	7,084	7,268	7,041	-3.1	-9.1
Land flux	Woodland	-220,947	-224,172	-234,465	-233,412	-237,194	-270,677	-263,315	-2.7	19.2
	Coastal habitats	-16,196	-16,195	-16,195	-16,401	-16,611	-16,618	-16,626	0.1	2.7
	Rivers, lakes, and wetlands	-11,901	-11,910	-11,910	-11,910	-11,962	-11,877	-11,916	0.3	0.1
	Marine habitats	-7,572	-7,572	-7,572	-7,754	-7,754	-7,755	-7,761	0.1	2.5
	Grasslands and other habitats	-2,714	-3,891	-5,007	-5,677	-9,816	-13,095	-14,809	13.1	445.7
	Farmland	6,330	6,280	6,204	6,151	6,010	5,730	5,450	-4.9	-13.9
	Peatland	73,069	72,966	72,973	73,018	71,191	64,243	61,999	-3.5	-15.1
Total net carbon emissions		515,364	363,258	425,596	458,118	423,615	382,382	379,266	-0.8	-26.4

Appendix 4: Net zero progress 2025–26 – Net emissions summary (in tonnes CO₂)

Inventory stage	2019–20	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	Change (%) vs prior year	Change (%) against baseline
Scope 1	20,509	17,851	18,866	18,538	18,390	18,612	17,331	-6.9	-15.5
Scope 2	11,930	7,551	8,562	8,190	9,025	9,470	7,923	-16.3	-33.6
Scope 3	662,856	522,351	594,140	627,375	602,336	604,348	600,990	-0.6	-9.3
Grand total gross emissions	695,295	547,752	621,568	654,103	629,751	632,431	626,244	-1.0	-9.9
Outside of scopes: Land flux – Emissions	79,399	79,246	79,177	79,169	77,201	69,973	67,449	-3.6	-15.1
Outside of scopes: Land flux – Removals	-259,330	-263,740	-275,149	-275,154	-283,337	-320,022	-314,427	-1.7	21.2
Total land flux	-179,931	-184,494	-195,972	-195,985	-206,136	-250,049	-246,978	-1.2	37.3
Net carbon emissions	515,364	363,258	425,596	458,118	423,615	382,382	379,266	-0.8	-26.4
Annual progress (in %)	0	-30	-17	-11	-18	-26	-26		
Total Scope 1 and 2 (industrial) KPI	20,751	13,720	15,737	15,035	15,839	16,647	14,134	-15	-32
Annual progress	0	-34	-24	-28	-24	-20	-32		



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