THE DIGITAL HUB

DHDA Climate Action Roadmap

September 2025

Foreword

I'm happy to share our first Climate Action Roadmap at the DHDA. Our mission is to support and comply with the Public Sector Mandate and reach our sustainability goals. To make this happen, we're taking real steps to upgrade our buildings, streamlining how we operate, training our teams, and collaborating with partners, to move toward a greener, low-carbon future.

This Roadmap lays out our plans in full detail. We'll share it openly with the public and across our organization, inviting everyone, staff, students, families, suppliers, and community partners—to join us in this effort. Sustainability is a team effort, and we hope this plan sparks action and shows how every one of us can make a difference.

Fiach Mac Conghail

CEO - The Digital Hub

1.0   Introduction

The Climate Action Roadmap is a document, to be produced by public sector bodies, which communicates how each public body aims to meet the requirements of the Climate Action Mandate 2024 (the Mandate) and reach its 2030 carbon and energy efficiency targets. This requirement applies to all public bodies, other than Local Authorities, commercial semi-state bodies and schools, all of whom have their own requirements

1.1   Organisational Context

The Digital Hub is a leading cluster of technology and digital media companies and creatives in Ireland. We provide space for indigenous enterprises to scale and grow. Home to national and international technology companies and creatives in the heart of Dublin. The Digital Hub is managed by the Digital Hub Development Agency, a state agency set up by the Irish government in 2003. The Digital Hub Development Agency runs The Digital Hub and implements its enterprise and campus development strategy. It also facilitates and contributes to urban regeneration in the Liberties area and pilots projects that are vital to the ongoing development of the digital sector in Ireland.

The Digital Hub campus offers all the facilities and infrastructure you'd expect in an open and collaborative environment — flexible office space, workspaces and meeting rooms — all ideally located in the heart of Dublin City. Our members make up a thriving community of designers, developers, technologists and entrepreneurs, all at the forefront of technology and digital media.

As part of CAP25 (Climate Action Plan 2025), which applies to public sector organizations, DHDA is required under the Climate Action Mandate to develop a Climate Action Roadmap to track and report progress toward meeting CAP25's decarbonization and energy efficiency targets. The public sector as a whole must achieve a 51% reduction in greenhouse gas (GHG) emissions and a 50% improvement in energy efficiency by 2030, with individual targets for GHG reductions from energy use assigned to each organization by the SEAI. Implementation of the climate action mandate has been affected by the Government decision to dissolve the DHDA. This is outside of the control of the DHDA until there is clarity on the timing of the dissolution. However, this 2025 Roadmap is a dynamic document that will be reviewed and updated annually or as needed to reflect DHDA's progress and ensure alignment with the Climate Action Mandate.

1.2   Progress to date

The DHDA has carried out a number of energy saving measures over the last number of years. These include:

- Solar panel installation.
- New energy surveys of all building in 2024.
- New energy efficient boilers installed in Digital Depot, 10-13, Thomas Court and TH22.
- Air conditioning retrofit in Digital Depot to reduce demand on the boilers and chiller.
- Re-programming and updates to BMS control to reduce energy usage.
- Ongoing LED retrofit across the campus (Digital Depot, Gatelodge and Digital Court completed so far).

All staff and senior management (including board members) have completed climate action training and in early 2025 the wider DHDA team developed its climate action strategy. This will form part of the wider DHDA three-year strategy which has been submitted to our parent department for review.

2.0 Our people - Leadership and Governance

Senior Management Commitment

This Roadmap is endorsed by the DHDA's Chief Executive, Fiach MacConghail, demonstrating DHDA's dedication to decarbonising the public sector.

Nominated Climate & Sustainability Champion (CSC)

Sebastian Mansfield-Steer (Operations and Projects Manager) serves as DHDA's Climate and Sustainability Champion (CSC). As a senior management team member reporting directly to the DHDA Chief Executive, he plays a crucial role in overseeing DHDA's Sustainability Committee (Green Team) and acting as their senior management sponsor. The CSC is responsible for implementing and reporting on the Public Sector Climate Action Mandate, ensuring timely and high-quality reporting on the Climate Action Roadmap, leading the execution of approved projects and actions, and promoting the integration of climate and energy considerations into DHDA's strategic planning and resource distribution.

Nominated Energy Performance officer (EPO)

DHDA has formed a Sustainability Committee, led by the Energy Performance Officer (EPO), Brendan Treacy (Operations Administrator). The EPO is responsible for implementing DHDA's Climate Action Plan energy management practices, identifying opportunities from inception to the completion of capital projects, and continuously monitoring these initiatives. Additionally, the EPO spearheads the development of energy management systems, oversees the planning and execution of comprehensive education and engagement initiatives across DHDA, and manages the necessary actions to achieve DHDA's climate targets.

Governance Structure

DHDA corporate governance framework consists of legislation, regulations, self-regulatory measures, codes, commitments, and business practices that have been developed within the organisation over time.

DHDA Board

Chief Executive

Climate & Sustainability Champion

Energy Performance Officer

DHDA Sustainability Committee

Sustainability Committee (Green Team)

Following the guidance of the Climate Action Mandate, DHDA has formed a Sustainability Committee.

This team serves as an advisory and consultative body, contributing to the achievement of DHDA's overall energy goals. It also offers a forum for stakeholders to recommend improvements to current practices based on their firsthand experiences within the building and wider DHDA community objectives.

Furthermore, the Green Team promotes active participation from DHDA staff and tenants, encouraging their support for the organisation's climate and energy initiatives.

The Green Team is composed of the wider DHDA team and meets on a quarterly basis.

3.0 Engaging Our Staff

DHDA will:

- Encourage relevant staff to enrol in and complete SEAI Energy Academy courses.
- Ensure senior staff involvement in Energy in office Buildings training & climate action leadership workshops.
- Organise annual staff workshops to create awareness and to engage on climate issues and sustainability.
- Engage in Green Public Procurement training to support sustainable purchasing practices.

Training already undertaken by staff:

- Climate action training (September 2024 and January 2025)
- Public Sector Climate Action Mandate training (all senior management and board members March 2025)

4.0 Our Targets

The Climate Action Mandate sets emission reduction and energy efficiency targets for public bodies:

• Reduce Green House Gas (GHG) emissions by 51% in 2030.

• Increase the improvement in energy efficiency in the public sector from the 33% target in 2020 to 50% by 2030.

• Update Climate Action Roadmaps annually within 6 months of the publication of the Climate Action Plan.

For the purposes of the Mandate, greenhouse gas emissions are taken to be energy-related carbon dioxide (CO2e) equivalent emissions. The baseline will be the average of 2016-2018 emissions. The target for each public body is derived as follows:
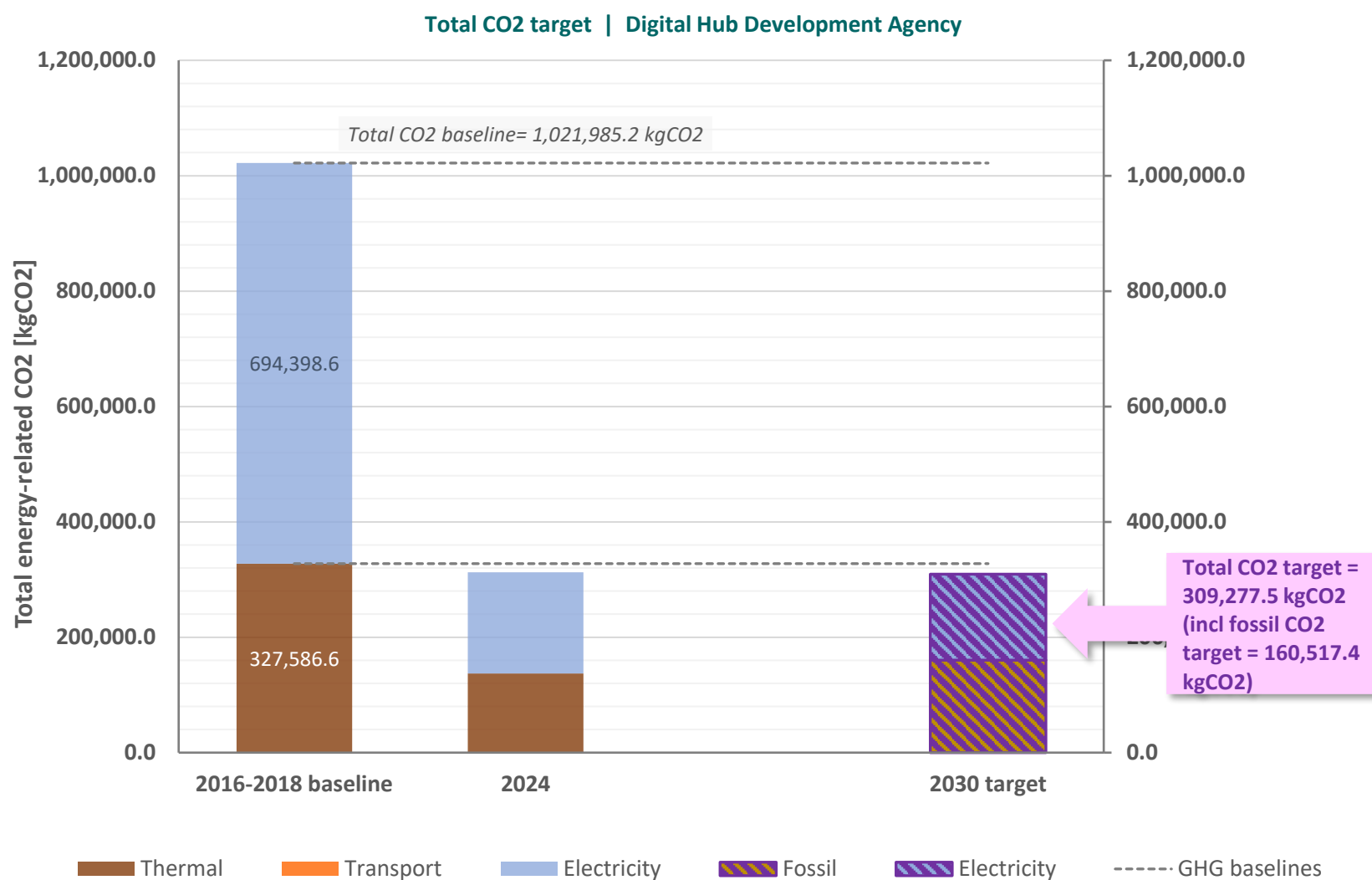
• 51% reduction of direct fossil fuel related CO2e emissions (thermal and transport consumption) plus

• Projected supply side reductions in indirect fossil fuel related CO2e emission in the form of electricity.

Public bodies must ensure that they meet BOTH the 51% reduction in direct fossil fuel related emissions (thermal and transport) and the overall total emissions reduction target.

4.1   Carbon Emissions Analysis (baseline, current emissions, emission trends/projected growth by 2030 with no additional actions and gap to target)

This section explains how the organisation will achieve the energy efficiency target. This analysis is based on the SEAI Gap to Target tool and covers:

• Energy efficiency baseline

• Energy efficiency in target year (2030) if no new projects are implemented

• Any planned energy efficiency activities

• Analysis of significant users

• Identify any 'Gap to Target' that needs to be addressed

Total CO2 target | Digital Hub Development Agency

Total CO2 baseline= 1,021,985.2 kgCO2

694,398.6

327,586.6

Total CO2 target = 309,277.5 kgCO2 (incl fossil CO2 target = 160,517.4 kgCO2)

Legend: Thermal | Transport | Electricity | Fossil | Electricity | ----- GHG baselines

X-axis: 2016-2018 baseline | 2024 | 2030 target

Y-axis: Total energy-related CO2 [kgCO2]

The above table compares the DHDA's combined carbon emissions across electricity, thermal energy, and transport fuel usage in the 2016-2018 baseline and 2024, alongside the projected 2030 emissions and the 2030 target emissions from the M&R data SEAI Gap to Target tool. DHDA's 2024 performance is in line with the target emissions for 2030. This has been driven by a reduction in energy inefficient building stock (Digital Exchange and 14-16 Thomas Street) and the projects already completed that were listed in section 1.2. Additionally, as the grid electricity increases its renewable sources, the GHG emissions related to electricity consumption will continue to naturally drop.

The DHDA only has a small gap to target (2024 312,653 kg CO2 v 2030 target 309,277.5 kg CO2). We understand decarbonizing and efficiency works are key to meeting their climate goals. Energy audits were carried out for 85% of the energy use in the portfolio in line with SI426:2014 standard and a number of works have been recommended. The calculated energy reductions are estimated and are subject to more detailed reviews upon implementation. In addition to the recommended projects, building fabric reviews will be performed on the most energy intense buildings alongside additional energy audits to cover the remaining 15% of DHDA energy use.

Decarbonisation and Energy Efficiency Initiatives	Energy type	Implementation Year	kWh Removed
Thermostatic Controls Upgrade	Natural Gas	2025	27,260
Gas Boiler Upgrade	Natural Gas	2025	13,194
LED Upgrade	Electricity	2025	79,563
Time Clock Adjust (BMS Upgrade)	Electricity	2025/2026	16,392
Time Clock adjust (BMS Upgrade)	Natural Gas	2025/2026	66,441
Additional Solar PV	Electricity	2026	27,074
Lighting Controls	Electricity	2026	19,458
NOC Cold Air Containment	Electricity	2027	8,446
NOC Fresh Air Cooling	Electricity	2027	9,914
NOC Heat Recovery	Natural Gas	2027	68,149
			335,891

Energy Efficiency Analysis
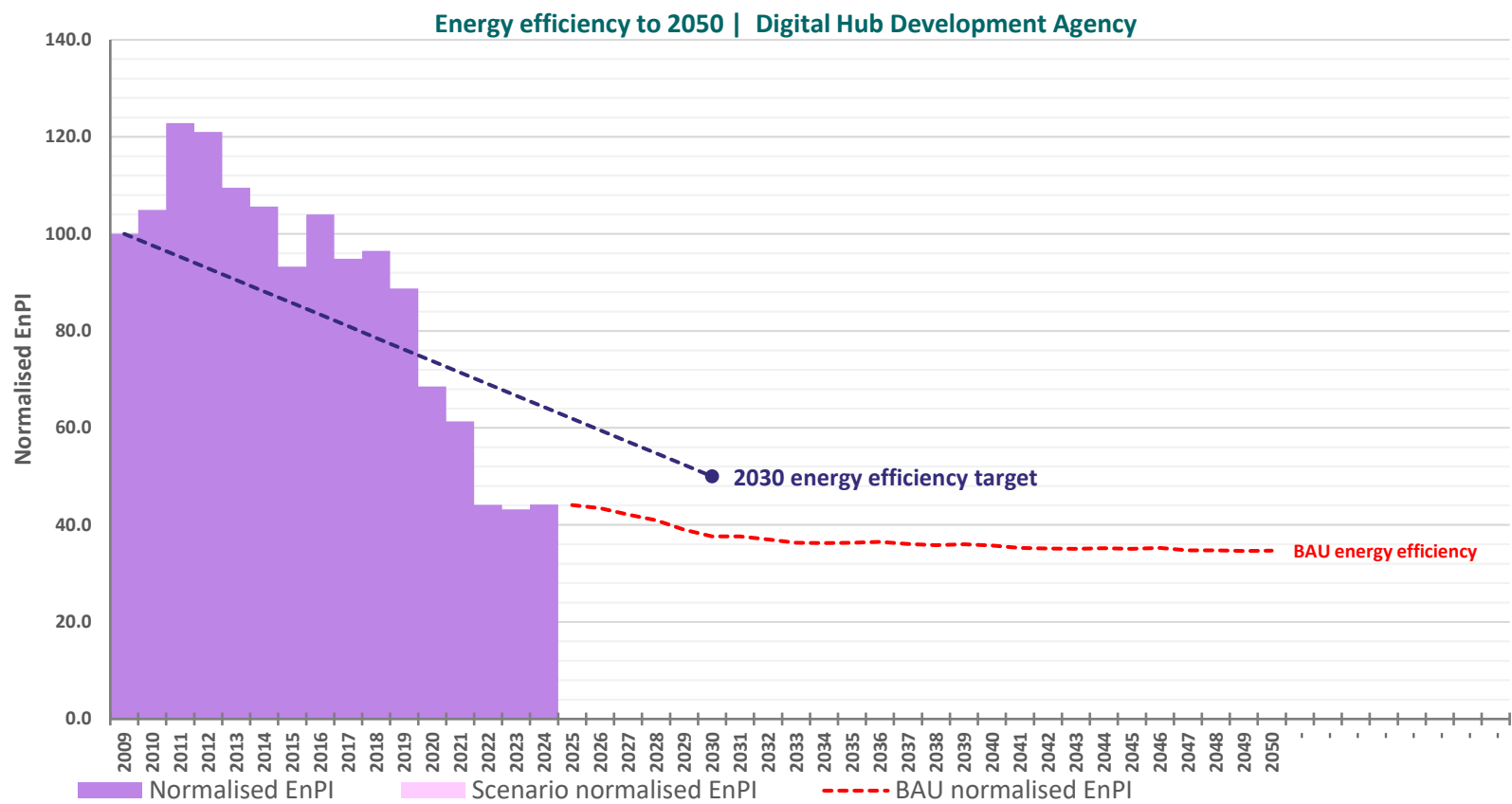
The above table depicts DHDA's energy efficiency, based on Energy Performance Indicator (EnPI) of energy use by area of buildings. DHDA has made significant improvements in in energy efficiency since 2009 saying largely below the trajectory to target. As of 2023, DHDA has surpassed the target of a 50% reduction in EnPI, having achieved a 55.8% reduction from the baseline.

Analysis of Significant Energy Users
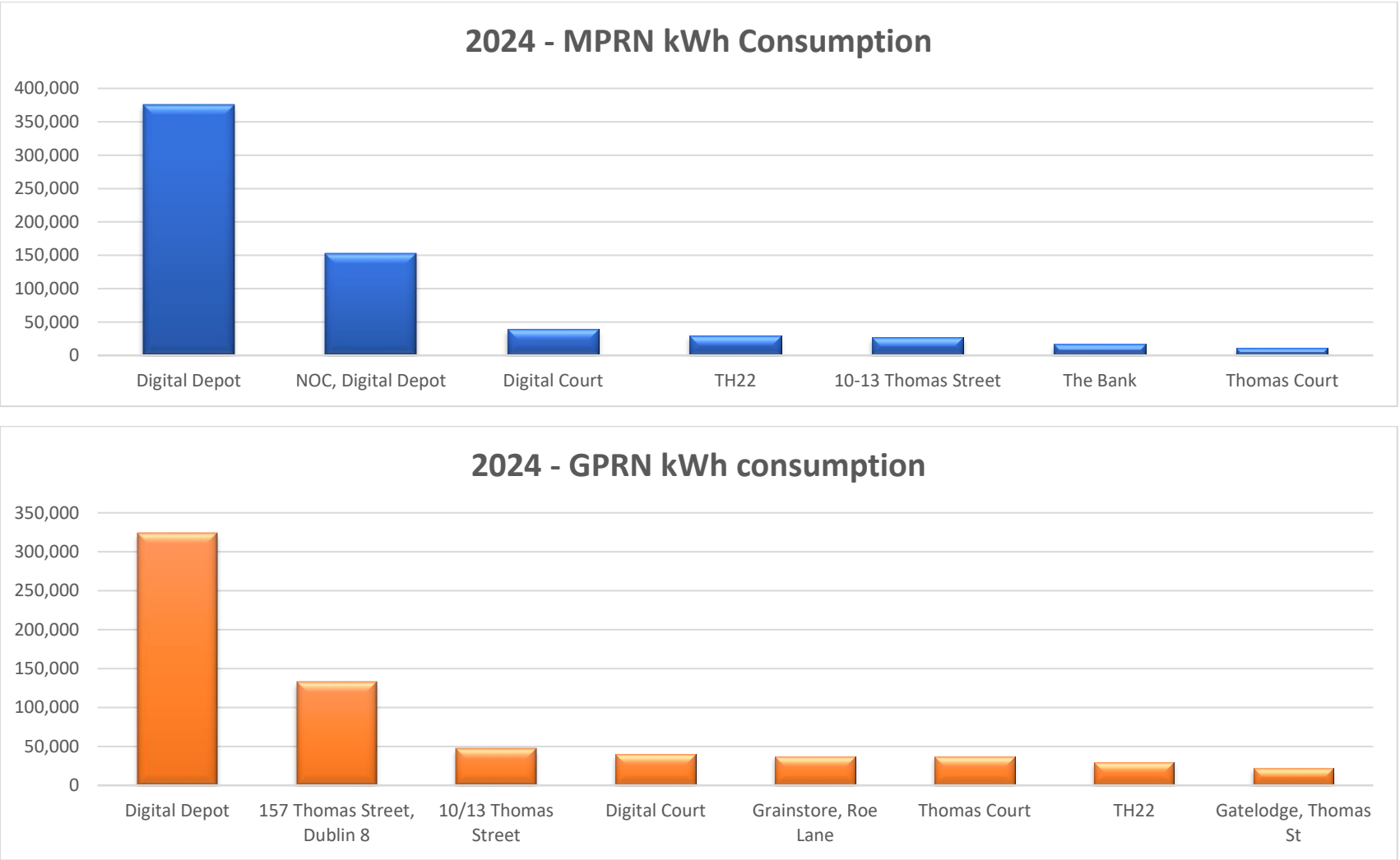
The tables above depict the MPRN electricity and GPRN gas use by building in the DHDA. Details in this graph are from the 2024 data submitted to SEAI's M&R tool.

5. Our Way of Working

5.1 Energy and Environmental Management Systems

Key Initiatives and Progress in 2023-2024:

1. Building Remediation and Energy Efficiency Improvements

One of the primary office spaces at The Digital Hub, located at 10-13 Thomas Street, was temporarily vacated at the end of 2023 to facilitate essential remedial works. This initiative marks the first step in enhancing the building's energy efficiency and reducing its carbon footprint. Occupants were relocated to alternative spaces on campus during this period and were successfully reinstated in the first quarter of 2024.

2. Solar PV System Performance

The 11kW rooftop solar Photovoltaic (PV) system installed on the Digital Depot building has been operational since June 2021. In 2023, this system displaced an estimated 3.5 tonnes of carbon emissions. The solar installation generates electricity that offsets grid consumption, delivering both environmental and financial benefits. Over its 25-year lifespan, the system is projected to yield savings exceeding six times the initial investment, alongside significant carbon reduction.

3. Compliance with Circular 1/2020

The DHDA remains fully compliant with Circular 1/2020, which outlines procedures for offsetting emissions associated with official air travel.

Future Climate Action Measures and Ambitions:

The DHDA is committed to advancing its sustainability agenda through the following measures:

- Energy Efficiency Plan (2025-2028):

A comprehensive plan will be developed based on energy surveys, encompassing initiatives such as LED retrofitting, meter monitoring, solar energy integration, and heating control upgrades. Implementation will be contingent on securing the necessary capital expenditure (CapEx).

- Heating System Upgrades:

By 2028, 100% of buildings will transition to electric-powered heating systems. In cases where this is not feasible (e.g., uninsulated protected structures), the most energy-efficient heating alternatives will be deployed.

These measures underscore the DHDA's commitment to reducing its environmental impact and advancing sustainable practices across its operations. Further updates will be provided as clarity on the dissolution timeline is received and implementation progresses

5.2 Digitisation of Processes

The DHDA is committed to advancing digital transformation initiatives to minimize paper usage and promote sustainable practices across its operations. The following measures outline the organisation's approach to reducing reliance on paper-based processes and fostering a culture of digitisation:

- Digitisation of Processes: DHDA will systematically review all paper-based processes and assess opportunities for digitisation, making digital workflows the default approach. Where feasible, paper-based processes will be eliminated to enhance efficiency and reduce environmental impact by 2028.

- Sustainable Paper Procurement: In instances where paper usage is unavoidable, DHDA will ensure that recycled paper is the default option for all procurement, aligning with its sustainability objectives.

- Promotion of Digital Tools: DHDA will actively promote the use of digital signatures and the issuance of soft copies (e.g., PDFs) to significantly reduce paper consumption. These practices will be encouraged across all departments and external communications.

- Ongoing Process Review: DHDA will continue to evaluate and digitise internal processes to further reduce paper usage. This includes identifying areas where digital solutions can replace traditional paper-based methods.

- Measurement and Monitoring Paper consumption will be systematically measured and monitored to track progress and identify areas for improvement. This data will inform future strategies and ensure accountability in achieving paper reduction targets.

- Training and Awareness: DHDA will organise workshops and training sessions for employees and clients to promote paperless practices and enhance digital literacy. These initiatives will empower stakeholders to adopt digitisation as a standard practice.

These efforts align with the DHDA's sustainability goals, aiming to reduce environmental impact and enhance operational efficiency.

5.3   Green Public Procurement

Public procurement is essential for delivering public services and the DHDA procurement actively seek to minimize unnecessary purchases. We explore ways to meet demand with fewer or more cost-effective goods, promote reuse of furniture and equipment, and encourage sharing materials for events and meetings. DHDA is committed to ensuring that purchased goods and services are fit for purpose while maintaining contract flexibility to adapt to changing needs.

As part of Ireland's transition to a greener economy, the DHDA is dedicated to advancing Green Public Procurement (GPP). The department's GPP initiatives include:

- Integrating energy-efficient design and GPP criteria into all national and EU procurement processes by 2028.

- Utilizing the Office of Government Procurement's (OGP) Green Public Procurement Criteria Search tool for centrally established contracts.

- Providing GPP procurement staff training.

- Measuring environmental and climate benefits achieved through green procurement.

- Monitoring waste management contracts for compliance with current regulations.

- Incorporating GPP guidelines within procurement procedures.

- Integrating relevant GPP considerations at each stage of the tender process.

DHDA procurement prioritises sustainability by embedding environmental considerations into procurement activities. Key strategies include:

- Most Economically Advantageous Tender (MEAT) – Incorporating GPP-related award criteria, with scope and weighting tailored to each tender.

- Demonstrating energy efficiency strategies and savings plans throughout the contract duration.

- Recycling, packaging, waste management, and end-of-life product disposal, including membership in organizations like REPAK or WEEE.

- Use of low-carbon construction methods and cement materials for relevant projects from 2026.

- Use of zero-emission vehicles for delivery and haulage where feasible.

5.4 Low Carbon Construction Methods

Since 2022, construction projects must adhere to the best practice guidelines for the preparation of Resource and Waste Management Plans for construction and demolition projects for directly procured or supported construction projects from 2024, incorporating sustainable materials and technologies. To support this, DHDA has developed guidance on low-carbon construction methods and continues to assess the feasibility of emerging approaches.

Sustainable Construction Requirements

DHDA's requirements for construction projects include:

- Compliance with the best practice guidelines for the preparation of Resource and Waste Management Plans for construction and demolition projects

- Compliance with low carbon construction methods and low carbon cement material as far as practicable.

- Installation and commissioning of Building Energy Systems in all new projects.

- Minimum Energy Performance Certificate requirements for appliances used in fit-outs.

5.5 ICT equipment

A minimum of 80% of ICT end user products (desktop computers, portable computers and mobile phones) procured by public sector bodies under new contract 27 arrangements are certified to EPEAT Gold Standard (or equivalent), TCO Certified (or equivalent) or will have been remanufactured. "

5.6 Resources

Food Waste Management:

The DHDA has partnered with Pocket Forests, which includes workshops on sustainable approaches to food waste, turning it into a resource for planting trees.

The DHDA will implement the following measures to address food waste:

- All food waste in the campus will be measured and monitored measurement according to standardized approach set out in EPA protocol.

- All new and renewed catering contracts will mandate food waste measurement according to standardized approach set out in EPA protocol.
- All new contract arrangements related to canteen or food services, including events and conferences, to include measures that are targeted at addressing food waste, with a specific focus on food waste prevention and food waste segregation.

Paper:

The DHDA will take the following actions to reduce paper consumption and waste:

- Digitize Processes: Review and digitize paper-based processes where possible.
- Default to Recycled Paper: Use recycled paper as the default when paper is necessary.
- Monitor Consumption: Measure and monitor paper use, setting targets to reduce it.
- Reduce Waste: Track paper waste, set reduction targets, and implement strategies to achieve them.
- Report Progress: Include updates on these initiatives in the annual report.

Water:

The DHDA will take the following actions to address water consumption and promote sustainability:

- Install Water Refill Points: Establish at least one drinking water refill point in all DHDA premises, accessible to staff and the public, with plans to measure and monitor usage, including tracking diverted bottle waste.
- Reduce Water Consumption: Develop a roadmap to monitor and reduce water consumption across all buildings.

Single-Use Items:

- DHDA have ceased using disposable cups, plates, and cutlery as of year 2024
- DHDA plans to conduct a comprehensive review of its processes and procurement practices by the first quarter of 2026. This review aims to identify additional single-use items and develop guidelines for alternative, more sustainable procurement options.

Waste Reduction:

DHDA is committed to implementing a comprehensive waste management system across all its premises. The initiative aims to enhance sustainability efforts, improve recycling rates, and educate stakeholders on best practices. The key objectives and action plan are outlined below:

Key Objectives:

- Waste Management Implementation: Ensure that all DHDA facilities have a standardized waste management procedure in place.
- Waste Tracking & Reporting: Develop a system to monitor waste generation across all premises.
- ERP Waste Disposal: Implement specific guidelines for the proper removal and disposal of waste.
- Recycling Rate Improvement: Increase the recycling rate across the DHDA campus from approximately 40% to 70%.
- Education: Promote awareness and best practices for waste segregation and reduction of non-recyclable waste.

Action Plan & Timeline:

- Q1 2025: Conduct a comprehensive review of DH waste management activities in collaboration with Facilities. Establish baseline data and, where possible, translate waste figures into per-office metrics to provide actionable insights for companies. Current waste ratio: 60% landfill / 40% recycling.
- 2025: Implement a structured reporting cycle for waste management figures to track progress and drive accountability.
- 2026: Achieve a 50:50 landfill-to-recycling ratio.
- 2027: Shift to a 40:60 landfill-to-recycling ratio.
- 2028: Attain a 30:70 landfill-to-recycling ratio, aligning with DHDA's long-term sustainability goals.

- Support Ireland's Producer Responsibility Initiatives in the collection and recycling of products.

- Use waste collection services that are segregated into a minimum of 3 streams – residual/general waste, recycling waste and organic/biowaste.

This strategy ensures a phased and measurable approach to waste reduction, fostering a more sustainable and environmentally responsible campus.

6. Our Buildings and Vehicles

6.1 Vehicles

Transport is the largest source of energy consumption in Ireland. The DHDA campus is strategically located in the heart of Dublin City, fostering a digital and collaborative community. It boasts a high walkability score of 95 out of 100. To support sustainable transport options, the campus provides secure, covered bicycle and motorbike storage with electronic keycard access.

DHDA is committed to reducing Scope 3 emissions by actively promoting car alternatives, including shared mobility solutions and cycling. DHDA Commitments includes the below

- EV Charging Infrastructure: For any new construction or major refurbishment projects with more than ten parking spaces, EV chargers will be installed.

- Zero-Emissions Fleet: DHDA is committed to procuring only zero-emission vehicles where feasible, in line with the Climate Action Plan.

- Parking Reduction: Plans are in place to phase out parking at relevant buildings.

- Smarter Travel Certification: DHDA is assessing the Smarter Travel Mark certification and will establish a target for achieving it.

- Sustainable Commuting Incentives: DHDA continues to promote the Bike to Work Scheme and Annual Tax Saver Scheme to encourage low- or zero-carbon commuting.

6.2 Buildings

The DHDA will:

- Use less energy derived from fossil fuels and we have updated our policies on procurement and design with requirements for no new fossil fuel heating after 2023 in new builds or major renovation projects.
- Achieve the buildings and retrofitting targets laid out in the Climate Action Mandate.
- Procure Display Energy Certificates (DECs) for every building greater than 250 m2 to ensure all certificates are up to date and in good standing.
- From 1st January 2028, all new buildings constructed by DHDA will be Zero Emission Buildings in line with regulations.
- All tenders for the public procurement of indoor cleaning services to include a requirement for tenderers to specify the training that will be put in place to ensure that all staff involved in delivery of the contract have the knowledge and skills to apply cleaning methods, which will reduce the environmental impact of the services.
- Publish basic building stock analysis or statement as part of the Climate Action Roadmap

Projects are being implemented across a diverse portfolio of locations, with varying levels of readiness, meaning delivery will follow a phased approach. Some projects are in the pipeline, but their potential energy savings have yet to be quantified. These will be incorporated into the decarbonisation model once the necessary data becomes available.

DHDA has a portfolio of properties owned, leased and licensed collated in a property register which has been uploaded to the SEAI Building Register. These property registers are being used to update our Building Stock Plan.

Version Control

Ver.	Amendment Description / Review information	Created / Revised / Modified By	Date	Next Review Date
1	New Policy	Sebastian Mansfield-Steer – Operations Manager	22/08/2025	01/06/2026
1.1	Inclusion of Roles and responsibilities in appendix and version control (requested following property committee review)	Sebastian Mansfield-Steer – Operations Manager	04/09/2025	01/06/2026

Appendix

1.0 Roles and Responsibilities

THE DIGITAL HUB **Ambition:**	DHDA will pioneer an environmentally- and socially-sustainable ecosystem in Dublin 8 that has a positive ripple effect on the whole of Ireland		
Strategy Pillars:	**Sustainable in our own operations**	**Amplify and encourage sustainability by our tenants**	**Strengthen our local community in Dublin 8**
Pillar Lead:	Sebastian Mansfield-Steer / Eoin Corrigan	Julian Ellison	Stephen Brennan
Targets: (All by 2028 unless otherwise indicated) **E**	1. **GHGs/Energy:** • ↘ **15% kWh per m²** through refurb • **0 fossil fuel** use on site • All relevant **procurement** specifies energy-efficiency / GPP criteria (2025) 2. **Waste:** 70% recycling rate 3. **Biodiversity:** Plan in place for each building	1. **GHGs/Energy:** ↘15% use per occupant through behaviour change 2. **Waste:** ↘ 25% kg per occupant (see comment)	1. **"Brand D8":** • Publicise 1-2 success stories from D8 outside DHDA (2026) • 1 showcase event with >200 participants yielding 5 published case studies (2027) 2. **Support local social enterprise:** • Broker development of 2 sustainable social enterprise in D8 (2026) 3. **Community capability:** Expand existing learning offerings to local participants by 25%
S	1. **DHDA staff wellness & engagement:** • 2 wellness events p.a. (2025) • 1 survey p.a. (2025) • 80% Net Promoter Score 2. **DHDA staff DE&I:** 4-5% staff with a disability (see comment)	1. **Tenant community outreach:** 10% of companies volunteer 20 hours with DHDA-arranged local organisations 2. Wellness events for DH member employees. 3. **Tenant DE&I:** E.g., Inclusion Score >78%	

All energy usage data recording, analysis and SEAI submission is managed by Brendan Treacy in his role as energy performance officer (EPO) referenced in section 2.0 of the climate action roadmap