Climate Action Roadmap

2025

PSO-00153

AN INSTITIÚID
UM THAIGHDE
EACNAMAÍOCHTA
AGUS SÓISIALTA

ESRI ECONOMIC & SOCIAL
RESEARCH INSTITUTE

*Informed policy
for a better Ireland*

ESRI Climate Action Roadmap 2025

V2.0 2025

Economic and Social Research Institute (ESRI) | PSO-00153

Date	Version	Amendments	Approved by
Dec 2024	V1.0	Issued Version	Management Committee
May 2025	V2.0	Per the Climate Action Mandate 2025	Management Committee

Whitaker Square

Sir John Rogerson's Quay

Dublin 2

D02 K138

Contents

1. Introduction

The purpose of this Climate Action Roadmap is to highlight the Economic and Social Research Institute's (ESRI) commitment to reducing our environmental impact and demonstrating our responsibility as a sustainable organisation. The Roadmap outlines how we aim to meet the requirements of the Climate Action Mandate and recognises the legal requirements[1].

The ESRI's approach to environmental responsibility and sustainable practices is reflected in our commitment to robust governance arrangements, adherence to public sector standards, and implementation of policies that ensure effective, efficient, and ethical operations, as outlined in our Annual Report 2024.

The ESRI has an established Climate and Sustainability Committee and appointed a Climate and Sustainability Champion. The Committee monitors progress and performance on a regular basis and ensures that the ESRI Climate Action Roadmap is implemented and updated annually to align with the latest requirements of public bodies and best practices.

The ESRI has appointed an Energy Performance Officer (EPO) and published its Energy Policy Statement in 2024 to demonstrate our commitment to taking action to meet the Government's energy and greenhouse gas emissions targets. The Energy Policy Statement is in Appendix 1.

1.1. Organisational Context

1.1.1. ESRI Background

The ESRI is Ireland's leading not-for-profit economic and social research institute. The mission of the ESRI is to produce economic and social research that informs public policymaking and civil society. Through its research, it has played a critical role in Irish life and policymaking, and has a reputation for independence, academic excellence, and objectivity.

The ESRI's 2024–2028 strategy statement sets out how the ESRI will fulfil its mission to be a world-class research institute supporting the achievement of a more inclusive, prosperous, sustainable, and decarbonised Ireland. The ESRI Annual Report 2024 (expected to be published by Q2 2025) highlights our organisational sustainability actions and goals and also provides an overview of the ESRI's research outputs and activity including in the area of climate research. At 31 December 2024, the ESRI staff headcount was 108.

1.1.2. ESRI Building

The ESRI office building, located in Whitaker Square, Sir John Rogerson's Quay, Dublin 2. It was constructed circa 2005/2006, is approx. 25,000 sq. ft., and currently has a BER rating of E2. The wider Whitaker Square campus and basement car park is owned by a superior landlord, and the car park is shared with all Whitaker Square occupants.

The ESRI has 8 car spaces, one which is let to our tenant and others are available to book by staff, tenants, visitors, and contractors as required, at a fee. The ESRI owns one bike cage and shares another, and the ESRI building has shower facilities. The ESRI has a tenant and shared

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[1] as outlined in section 1.5 'Compliance with legal requirements' in the guidance document 'Public Sector Bodies Climate Action Roadmaps Guidance 2024' https://energylink.seai.ie/thread/view/2342#5020

services arrangements in place, with a tenant on one floor and shared offices with two other public bodies. In 2024, approximately one fifth (20 percent) of the ESRI building is leased/shared with other organisations.

The ESRI outsources its building and facilities management to a Facilities Management (FM) Company, procured via the OGP integrated facilities management framework. The FM company is responsible for maintenance and servicing of the building and for the provision of services such as waste services, advisory and audit.

In our CAR 2024 report, we highlighted some challenges in achieving public sector targets due to the ESRI building, plant and equipment being end of life. In 2024 the ESRI's Council and Management Committee initiated two key projects related to this and in the context of our accommodation needs in the hybrid working environment: a property services procurement process, which included a comprehensive technical survey of the building and advisory on options related to building refurbishment or relocation to more suitable and sustainable premises; a procurement process for integrated facilities management services, which included sustainability criteria. The outcomes of both projects are expected in 2025. The ESRI commits to incorporating sustainability criteria into its plans and actions.

1.1.3. Compliance with legal requirement

The ESRI is aware of the legal requirements relating to energy and climate action and plan for compliance of these in its roadmap.

Section 15(1) of the Climate Action and Low Carbon Act 2021: The Act applies to public bodies, who are required to adopt practices that support the reduction of greenhouse gas emissions and the transition to a climate-neutral economy by 2050. The Climate Action Mandate applies to public bodies covered by the Climate Action Plan decarbonisation targets. The current Public Sector Climate Action Mandate was reviewed and updated as part of the preparation for Climate Action Plan 2025 (CAP25).

The ESRI understands its obligations under the Act to contribute to Ireland's climate goals. We have developed this Climate Action Roadmap, which outlines how we will achieve energy efficiency and emissions reduction targets. The roadmap will be reviewed annually to ensure alignment with the updated Public Sector Climate Action Mandate.

SI393/2021 Energy Performance of buildings: This SI requires installation of Building Automation and Control by 2025 for buildings with HVAC rated output over 290kW; requires installation of electric vehicle charging points in carparks for new or refurbished buildings with more than 10 car parking spaces.
The ESRI understands it obligation in this regard. The Institute confirms that the HVAC output is below 290 kW. The ESRI has less than 10 car parking spaces.

- The last formal energy audit conducted by Apleona was in 2021.

SI381/2021 Clean Vehicles Directive: This SI sets targets for the procurement of clean light and heavy-duty vehicles, with the first target falling in 2025 and the second in 2030. The definition of clean vehicle changes to zero emission vehicles in 2025.

The ESRI does not procure vehicles. This SI is not applicable to the ESRI.

SI4/2017 Energy Performance of Buildings: This SI requires all new public sector buildings built since 2018 to be "nearly zero emissions".

This is not applicable to the ESRI.

SI646/2016: This SI requires that public bodies only procure energy-using products and vehicles that are on the Triple E register.

The ESRI understands it obligation in this regard. The ESRI complies with this SI. The Institute confirms compliance regarding supplied products where it was possible to do so, noting that due to the building's aged/end-of-life mechanical and electrical (M&R) systems, related products and parts are replaced "like for like", as newer components cannot be installed into old equipment for compatibility reasons. Upgrades to M&E would be required to ensure triple E rated parts could be supplied.

SI426/2014 – This SI requires the public sector to demonstrate exemplary energy management and requires public bodies to undertake energy audits every four years and also requires that the public sector can only lease or buy buildings with BER A3 or higher.

The ESRI understands it obligation in this regard. The last ESRI building energy audit was conducted in 2021, with the next audit due in 2025. In the context of the highlighted challenges in achieving public sector targets due to the aged ESRI building and end-of-life plant and equipment, the 2025 energy audit may be postponed until the outcome of management and Board deliberations in 2025. The ESRI commits to incorporating sustainability criteria into its future building and accommodation plans and actions.

1.2. Summary - Energy and GHG Emissions Performance and Progress

The ESRI participates in the Sustainable Energy Authority of Ireland (SEAI) Monitoring and Reporting (M&R) system, which tracks the energy consumption and carbon emissions and compares it with the baseline years. The ESRI's performance in 2024, per the SEAI Gap-to-target report 2024, shows the ESRI's progress towards achieving energy efficiency and greenhouse gas emissions reduction targets, i.e., In 2024[2]:

- **Greenhouse gas emissions**: fossil CO_2 was 50.3% below the baseline. To achieve the target, the ESRI must reduce fossil CO_2 by another 1.5% from 2024 level within 6 years. Total CO_2 was 60% below the baseline.
  Progress towards the CO_2 emissions target: To achieve this target, total CO_2 must reduce by another 25% within 6 years.
- **Total energy consumption (kWh):** 454,914 kWh, i.e., Electricity - 241,789 kWh and Thermal (natural gas) - 213,125kWh. Baseline (2009) 620,000 kWh.
  Progress towards the 2030 energy efficiency target: Energy performance has improved by 40.7% since the baseline. To achieve the efficiency target, the ESRI must improve its energy performance by another 9.3 percentage points within 6 years.

The main factors that contributed to the ESRI's energy and carbon savings include:

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[2] the 2024 results are provisional pending ratification and publication of the Annual Report 2025 on Public Sector Energy Efficiency Performance by SEAI.

- closer operational management of the heating, ventilation, and air conditioning system (HVAC) and lighting, and temporary, ad hoc downtime of HVAC plant due to technical failures.
- sharing of the building `space with other organisations.
- adoption of remote working and online meeting arrangements, which reduced the ESRI's office-related energy use and emissions.

2. Our People - Leadership and governance

2.1. Senior Management Statement of Commitment

The ESRI's Management Committee recognises the critical importance of addressing climate change and is committed to leading by example and ensuring that the ESRI meets the requirements set forth by the Climate Action Mandate 2024. We have implemented a robust governance structure to oversee our climate and sustainability initiatives. This includes appointing a dedicated Climate and Sustainability Champion at the director level, along with an Energy Performance Officer to spearhead our energy efficiency efforts. Furthermore, we have established Green Teams reporting directly to senior management. The ESRI is committed to creating a sustainable future and reducing our greenhouse gas emissions and is making significant progress towards achieving the climate and energy goals.

2.2. Governance Structures

The Institute's governance structures for decision making and management of climate and sustainability matters are as follows:

- ESRI Climate and Sustainability (C&S) Committee: The Director is Chair of the Committee and the Climate and Sustainability Champion[3]. The Committee has responsibility for compliance and overseeing the implementation of this Roadmap.
- The Head of Governance is the Energy Performance Officer[4] (EPO), providing oversight and leadership to ensure that the climate action plan is implemented and that successes/challenges are communicated to the Committee.
- The Head of Operations is the Climate and Sustainability Manager, managing the process and coordinating the implementation of the actions described in this Roadmap.
- The Green Team, reporting to the C&S Committee, drives sustainability projects.
- Terms of Reference are in place for the C&S Committee and the Green Team.

Climate and Sustainability Committee:

Climate and Sustainability Committee	Name
Climate and Sustainability Cttee Chair and Champion	Alan Barrett, Director (CEO), ESRI
Energy Performance Officer (EPO)	Charlie O'Regan, Head of Governance
Climate and Sustainability Manager	Eleanor Bannerton, Operations Manager

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[3] From 2025, this role will be fulfilled by the Head of Governance & Corporate Resources.
[4] From 2025, this role will be fulfilled by the Head of Governance & Corporate Resources.

Energy and Sustainability Research Expert	John Curtis, Environment and Energy

Green Team:

Position	Name	Roles and Responsibilities
Head of Governance and Finance	Charlie O'Regan	Energy Performance Officer
Operations Manager	Eleanor Bannerton	Climate and Sustainability Coordinator
Environment & Energy Researcher	John Curtis	Green Team member
IT Manager	David Gorman	Green Team Member
HR Manager	Claire Buckley	Green Team Member
Operations Administrator	LeAnnie Wilson	Green Team member

3. Our People - Engaging our staff

The ESRI commits to engaging staff on sustainability and energy related emissions and wider climate matters by incorporating appropriate climate action and sustainability training into learning and development strategies for staff, as outlined below.

3.1. Staff training plans

The ESRI investigated options for climate and sustainability training for staff including technical, behavioural, and green procurement training. Whilst training was not provided in 2024, the ESRI commits to implementing plans in 2025, as follows:
- Incorporate training into the annual ESRI learning and development plan and make available to relevant staff as part of the ESRI's learning and development plans.
- incorporate climate and sustainability leadership training for senior ESRI managers and Council Members into the ESRI's learning and development plans.

3.2. Climate action and sustainability workshops

The ESRI investigated the potential for speakers on climate issues to deliver workshops for staff. Whilst the ESRI did not organise a specific climate action and sustainability workshop in 2024, our ongoing research on energy, the environment and climate was presented at seminars and conferences in the ESRI, which staff were invited to attend. In 2024 these included a climate and energy policy seminar covering topics related to policy, carbon budgets, transport, and the power system, and a conference on 'Providing research-based evidence for digital and green transitions in Ireland'. The ESRI commits to organising appropriate workshops for staff in 2025.

3.3. Senior Leadership Training

The ESRI investigated options for senior leadership training. Whilst training was not provided in 2024, the ESRI commits to implementing plans in 2025, as follows:

- incorporate climate and sustainability leadership training for senior ESRI managers and Council Members into the ESRI's learning and development plans.

4. Sustainability and Energy Targets

In accordance with the targets set by the government for the public sector, the ESRI's overall targets are as follows:
- Reduce GHG emissions by 51% in 2030 [from baseline].
- Increase the improvement in energy efficiency from the 33% target in 2020 to 50% [from baseline] by 2030.
- Update our Climate Action Roadmap annually within 6 months of the publication of the Climate Action Plan.

4.1. Carbon Emissions Analysis

The carbon emissions information below is sourced from the SEAI's ESRI Gap-to-target 2024 report of ESRI data.

- Fossil CO_2 emissions in 2024: 43,635 Kg CO_2; 50.3% below the baseline of 87,724 Kg CO_2.
  2030 target: 42,985 Kg CO_2. To achieve this target, fossil CO_2 must reduce by another 1.5% from 2024 level within 6 years.
- Total CO_2 emissions (kg CO_2): 107, 622 kg CO_2, i.e., electricity - 68,124, kg CO_2, thermal - 43,635 kg CO_2; 60% below the baseline[5].
  2030 Target: 83,830 KgCO2. To achieve this target, total CO_2 must reduce by another 22.1% from 2024 level within 6 years. It is expected that the decarbonisation of the grid will surpass this.
- Trend by 2030 with no additional actions (Business As Usual (BAU) scenario): On track to meet total emissions target. However, we are currently investigating options to alter or change premises, which may affect future emissions.

4.2. Energy efficiency analysis:

The energy efficiency information below is sourced from the SEAI's Gap-to-target 2024 report of ESRI data.

- Total energy consumption (kWh): 454,914 kWh, i.e., Electricity - 241,789 kWh and Thermal (natural gas) - 213,125kWh. Baseline (2009) 620,000 kWh.
- Energy performance: By 2024, energy performance had improved by 40.7% since the energy performance baseline[6]. To achieve the efficiency target, energy performance must improve by another 9.3 percentage points within 6 years.
- Trend with no additional action (i.e., Business As Usual (BAU)): On track to meet target.

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[5] Baseline for total CO_2 is 2016-2018 average.
[6] Baseline for energy efficiency (kWh/m2) is 2009

4.3. Actions/projects required to meet targets.

The ESRI will implement the following actions.

- Continue to engage with the SEAI and analyse data on performance via the M&R system, to establish Gap to Target to guide the development of our initiatives.
- Complete this 2025 Roadmap and update annually, within the timeframe required.
- Report on progress to the Management Committee via the C&S Committee.
- Explore potential avenues to improve energy efficiency in the current building and commit to incorporating sustainability criteria into potential office refurbishments or in any new office.
- Implement internal communication campaigns as appropriate to help reduce our energy use through behaviour change.
- Continue to utilise OGP contracts for electricity and gas supply.

5. OUR WAY OF WORKING

A key goal of this Plan is to continue to monitor and report on performance to reduce consumption of energy and other resources. Considerable effort and progress have been made to reduce our energy use, our waste generation, and to reduce reliance on paper, eliminate single use plastics and increase recycling and composting.

5.1. Energy Management

In line with the Public Sector Energy Efficiency Strategy, the ESRI follows a structured approach to energy management, as follows:

i. **Commitment** (senior management buy-in; staff empowerment to act)
ii. **Identification** (of key areas and actions for improvement following energy performance report (from SEAI) and audits)
iii. **Plan** (of action including setting annual energy saving targets in consultation with SEAI, plant life cycle reporting and replacement plan)
iv. **Action** (implementation of projects, in consultation with SEAI)
v. **Review** (measure results annually, continually improve, review/audit)

The ESRI's energy management programme includes engaging with SEAI on energy consumption via the SEAI M&R system, energy efficiency audits every four years and technical assessments of the building as appropriate, and implementation of any planned preventative maintenance and life cycle replacement programme.

The main energy users in the ESRI building are the heating, ventilation and air conditioning (HVAC) systems, lighting, and IT servers. The HVAC system controls temperature in the building, including comfort heating and cooling, and ventilation by circulating fresh air. The ESRI's facilities management service provider provides maintenance and servicing of the building plant and equipment including HVAC and lighting and advises on plant life cycle and replacement programmes.

Considering the challenges we are facing with our building and our current review of our office accommodation needs in the hybrid working environment as outlined in this document, the ESRI commits to the following actions:

- Continue to engage with the SEAI via the SEAI M&R system on our performance.
- Report GHG emissions, energy performance and sustainability activities in our ESRI Annual Report.
- In the new or refurbished ESRI premises, develop an Energy Action Plan to deliver energy savings and CO2 emission reductions and ensure significant energy users can be assessed.
- The ESRI's Energy Performance Officer will oversee energy performance and the Climate and Sustainability Committee will review and sign off on the Energy Action Plan (Statement in Appendix 1).

5.2. Green Public Procurement

It is ESRI policy to implement Green Public Procurement (GPP) using as resources the Environmental Protection Agency (EPA) Green Public Procurement Guidance and criteria, and the Office of Government Procurement (OGP) online Green Public Procurement Criteria tool. In 2024 the following actions were taken:

- sustainable and environmentally friendly criteria were included in procurement processes, where relevant.
- the Institute's procurement policy was redrafted to include green criteria in procurement.
- the ESRI availed of OGP and HEAnet frameworks wherever relevant.
- ICT hardware was purchased using HEAnet Frameworks which included award criteria for environmental and energy characteristics.
- ESRI building utilities continue to be procured via the OGP Energy Framework Agreements.
- Procurement of integrated facilities management services was begun in 2024, using the OGP Framework and included green criteria.

We will take the following actions in 2025 and beyond:

- Publish the ESRI's Green Public Procurement Policy.
- Establish a system to gather and report data on GPP implementation.
- Incorporate green procurement training into learning and development strategies for staff who are involved in procurement.
- Source goods, services, and works with a reduced environmental impact as per the EPA Sustainable Procurement Guide.

5.3. Food waste

Public sector bodies are required to measure and monitor the food waste generated on premises from 2024, using a standardised approach to food waste measurement set out in the

EPA Protocol/Pathway[7]. This includes food waste from onsite canteens, office areas and kitchenettes.

The ESRI measures and monitors food waste generated on premises, using the standardised approach to food waste measurement set out in the EPA Protocol/Pathway. In 2024, the food waste service provider reported 780 kg of compost waste. In 2024:

- ESRI began a procurement process for its facilities management services included waste services. The criteria included the requirement to address and reduce waste and to segregate waste. The successful tenderer will start by mid-2025. The ESRI orders catering for events at times, and such orders are based on registration numbers to minimize food waste.
- The ESRI had previously removed individual bins at desks to encourage staff to segregate waste and bring to centralised bins.
- The ESRI does not have a canteen and does not produce canteen food waste. Where catering for events is provided, orders are based on the registered attendee numbers to reduce waste, and any leftover food is offered to staff to minimise potential waste.
- Staff share their own food leftovers with colleagues in a designated space in the kitchenette.
- To avoid doubling up on common items and reduce waste, the ESRI provides essentials, such as milk, sugar, tea, coffee.
- Centralised bins (3-bin system) with one for food waste is clearly marked with appropriate signage to allow good food waste management.
- Food waste bins are available in the kitchenette areas to ensure food waste can be collected separately.

The ESRI commits to continuing to support a reduction in food waste with the above actions, and taking the following actions in 2025:

- New catering contract arrangements for events will include measures that are targeted at addressing food waste, such as ordering 10% less food than the expected attendees.
- Communicate with staff to encourage correct use of bins.
- Investigate adding additional centralised compost waste bins.

5.4. Paper

Climate Action Mandate: *Review any paper-based processes and evaluate the possibilities for digitalisation so it becomes the default approach. Eliminate paper-based processes as far as is practicable. Where paper must be procured, ensure the paper is the default*.

The ESRI is conscious of its environmental footprint and seeks to reduce waste and promote sustainability. To reduce paper-based processes as far as is practicable, the ESRI implements the following practices:

- A "digital first" strategy, with the vast majority of ESRI reports and publications disseminated digitally only.

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[7] https://foodwastecharter.ie/public-sector-offices/

- With remote working the norm, old paper-based practices have largely been replaced by digital practices.
- The ESRI IT Department provides up-to-date digital tools and provide staff training as needed.
- Where printer paper is procured, recycled paper is the default. Recycled paper is procured (via OGP framework) for use in printers.
- Printing is discouraged where possible, and the "print on both sides" is the default setting on printers.
- Paperless office management, with facilities management documents shared and stored digitally.
- The ESRI measures paper consumption. 120 reams of printer paper were consumed in 2024.
- Confidential paper waste is shredded, certified, and recycled. In 2024, 1062 kgs of confidential paper waste was shredded, compared to 1051 kg in 2023, the increase likely due to the Institute's ongoing project to dispose of paper files.

The ESRI commits to taking the following additional actions in 2025 to further reduce paper-based processes:

- implement a print management system where appropriate requiring staff to authenticate before printing, to reduce unnecessary printing and help track paper usage
- Establish a printing policy to encourage reduction in printing and printer costs.

5.5. Water

The ESRI provides suitable filtered drinking water and water refill points for use by all in the building, and for the public at public events, and encourages staff to bring in and use their own water bottles. It is currently not possible to measure and monitor usage of water refill points in the ESRI building.

The ESRI commits to taking the following actions:

- In the refurbished or new ESRI premises, the ESRI will endeavour to measure water consumption and implement a plan to reduce the water consumption, as appropriate.

5.6. Single Use

Climate Action Mandate: *Cease using disposable cups, plates and cutlery in any public sector canteen or closed facility, excluding clinical (i.e., non-canteen healthcare) environments, and in publicly funded advertising or broadcasting, where feasible.*

The ESRI had previously ceased purchasing single use non-recyclable plastic items for its premises. Due to facilities constraints in the current building, only a small number of reusable items such as water glasses, cups and crockery are available for staff use at present. Compostable/recyclable cups with lids continue to be provided for hot drinks in 2024.

The ESRI eliminated single use plastic water cups in 2023. Staff are encouraged to use their own "keep cups" and water bottles, rather than the single-use cups. The ESRI Green Committee investigated the provision of reusable mugs to staff and those attending events. This will be

progressed in 2025. In 2024 the ESRI began engaging with catering suppliers on sustainability in the provision of their products, including alternatives to single use items at events. The ESRI plans to implement sustainability criteria in procurement of catering suppliers in 2025, where possible.

The ESRI commits to taking the following actions in our new /reconfigured office:

- Design the refurbished or new ESRI premises with appropriate facilities which supports the elimination of single use items from the premises
- Implement sustainability criteria in the procurement of catering for events, where possible.

5.7. Other Waste

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

The ESRI endeavours to reduce its environmental impact through waste reduction projects, segregation and recycling. In 2024,

- Waste continued to be segregated into a minimum of three streams – i.e., residual/general waste, recycling waste and organic/bio waste.
- Electrical and electronic equipment waste (WEEE) was disposed of responsibly; 135 kgs of IT and WEEE were recycled in 2024 compared to 544 kgs in 2023 (in accordance with directive 2002/96/EC of the European Parliament).
- Other waste was recycled where possible, i.e., glass, print cartridges and batteries. Battery boxes and cartridge bins are provided on site.
- The ESRI procures facilities management services via the OGP framework which includes sustainability criteria. The incumbent facilities management company confirms compliance with the relevant Producer Responsibility Initiative, where applicable to their service provision.

In addition to the above, the ESRI commits to the following actions in 2025:

- Ensuring that the incoming contracted facilities management company provides all waste services and reports and monitors and implements strategies to reduce waste on the ESRI site.

6. OUR BUILDINGS AND VEHICLES

6.1. Building

As described in this report, the ESRI faces challenges in delivering on energy efficiency and greenhouse gas emissions reduction targets due to its aged building. In the context of this challenge and the reduction in office occupation due to hybrid working arrangements, a project is underway which will inform our decisions on either renovation and investment in our existing office building, including sustainability, or relocation to more sustainable office space with greater energy efficiency.

The ESRI commits to the following actions:

- Incorporating sustainability criteria and energy and GHG emissions reduction criteria into the building renovation / new office project.
- The ESRI building is not open to the public for service provision; In our renovated building or new offices, the Display Energy Certificate will be posted as appropriate.

6.2. Vehicles and Sustainable travel

The ESRI is committed to promoting alternative methods of transport for its staff, visitors, contractors, and tenants, such as the use of bicycles including push bikes, electric bikes, and cargo bikes.

The ESRI implements policies which support sustainable travel. Under the ESRI Travel Policy, staff are required to use public transport wherever possible for business travel; the ESRI offers the Cycle to Work and TaxSaver schemes. The ESRI building has shower facilities, maintained by its contracted facilities management company. The ESRI's landlord maintains the facilities outside the ESRI buildings. The ESRI liaises with the landlord to take action in support of sustainable travel, including the provision of secure, lockable bike cages and extra wide cargo bike parking, and safer cycling initiatives in landlord areas.

The ESRI is currently reviewing its building and accommodation needs with a view to making a decision on investment in its building or moving to a more suitable office space. If the ESRI decision is to refurbish the building, the ESRI will liaise with the landlord to investigate the installation of charging infrastructure.

The ESRI does not own or provide company vehicles to its staff. It is ESRI policy that staff use public transportation for business purposes whenever possible. A limited number of ESRI car parking spaces are available for staff, tenants and visitors to book, with an associated charge to discourage car usage.

In 2024, the ESRI began its application for the Smarter Travel Mark and joined the Smarter Travel Programme in Q1, 2025. As a Smarter Travel Partner, the ESRI is committing to developing and implementing actions which promote sustainable and active travel initiatives and will work towards achieving the Smarter Travel Mark certification.

In addition to its ongoing activities, the ESRI commits to taking the following actions in 2025:

- Develop and implement actions which promote sustainable and active travel initiatives as we work towards achieving the Smarter Travel Mark certification.
- Prioritise sustainable and active travel in the refurbishment or move office project.
- Continue to liaise with the landlord to explore the potential to enhance existing facilities in landlord areas to encourage active travel.

7. Review and Approval

This Roadmap is reviewed by the Management Committee annually, amended as appropriate on an annual basis, and signed by the Director.

8. Signature

16 May 2025

Alan Barrett, Director ESRI

9. Appendix 1 ESRI Energy Policy Statement

The ESRI recognises its responsibilities to its staff, customers, contractors, and the public regarding sustainable and cost-efficient energy management and is committed to continual improvement in energy efficiency in its operations. To this end, the Institute commits, as far as is reasonably practicable, to managing its workplace to ensure its energy efficiency objectives are achieved.

Energy efficiency objectives:

- Commit to continuous improvement in energy efficiency.
- Promote and raise awareness of energy efficiency throughout the Institute.
- Ensure work activities, procurement, operations, and maintenance procedures include energy efficiency as a priority.
- Identify building plant, equipment, processes, and behaviours which account for the greatest energy usage, and which offer the most potential for energy savings, with a view to implementing cost effective solutions.

To help achieve these objectives, the ESRI Management Committee has appointed an Energy Performance Officer who is responsible for monitoring and reporting of energy consumption, obtaining advice and submitting proposals on potential energy saving projects, and reporting at least annually on energy consumption and the achievement of these objectives to the ESRI's Management Committee.

This policy is supported by the ESRI's Management Committee and by the Council of the ESRI, who commit the necessary resources to ensure that the objectives can be achieved.

These objectives will be reviewed by the Management Committee annually and updated as required and brought to the attention of all staff, at least annually.

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Alan Barrett, Director

16 May 2025