



HFA An Ghníomhaireacht
Airgeadais Tithíochta
Housing Finance Agency

Climate Action Roadmap

2025



Approval, Sign Off and Publication

Role	Name	Date	Signature
Nominated Climate and Sustainability Champion	Michelle Hennessy	[Date]	[Signature]
Housing Finance Agency Chief Executive	Deirdre Collier	[Date]	[Signature]
Housing Finance Agency Board Approval	Frank Allen	[Date]	[Signature]

Contents

Approval, Sign Off and Publication	1
Contents	1
Organisational Context	2
Climate Action Mandate	2
Our People	3
Green Team	4
Engaging our People	5
Our Targets	8
Our Way of Working	10
Our Buildings and Vehicles	12
Appendix A	16

Overview

The Housing Finance Agency (HFA) Climate Action Roadmap aims to communicate how the HFA will meet the requirements of the Climate Action Mandate and reach the 2030 carbon and energy efficiency targets set out in the Climate Action Plan 2025 (CAP25).

The Climate Action Plan 2025 provides a detailed plan for taking decisive action to achieve a 51% reduction in overall greenhouse gas emissions by 2030 and setting the HFA on a path to reach net-zero emissions by no later than 2050.

The Public Sector Climate Action Strategy was published in March 2023 and focuses on the governance required to support public sector decarbonisation. This strategy runs to the end of 2025, to align with the end of the first carbon budget period. This Roadmap will be reviewed and updated annually within 6 months of the publication of the Climate Action Plan (CAP25). This is the second Roadmap produced by the HFA.

Organisational Context

The HFA is a semi-State company whose mission is to facilitate the delivery of social and affordable housing by providing long-term competitive finance to Approved Housing Bodies, Local Authorities and Higher Education Institutions. The HFA is subject to the Code of Practice for the Governance of State-Sponsored Bodies and the Public Spending Code. The HFA works to act in a fully accountable and transparent way. The HFA is located at 46 St Stephen's Green, Dublin 2, D02 WK60.

Climate Action Mandate

The Public Sector Climate Action Mandate applies to all bodies covered by decarbonisation targets. The Mandate highlights the main climate action objectives for public bodies and requires public sector bodies to show leadership in climate action and demonstrate how they are taking the required actions. It will be reviewed annually.

Our People

Leadership and Governance

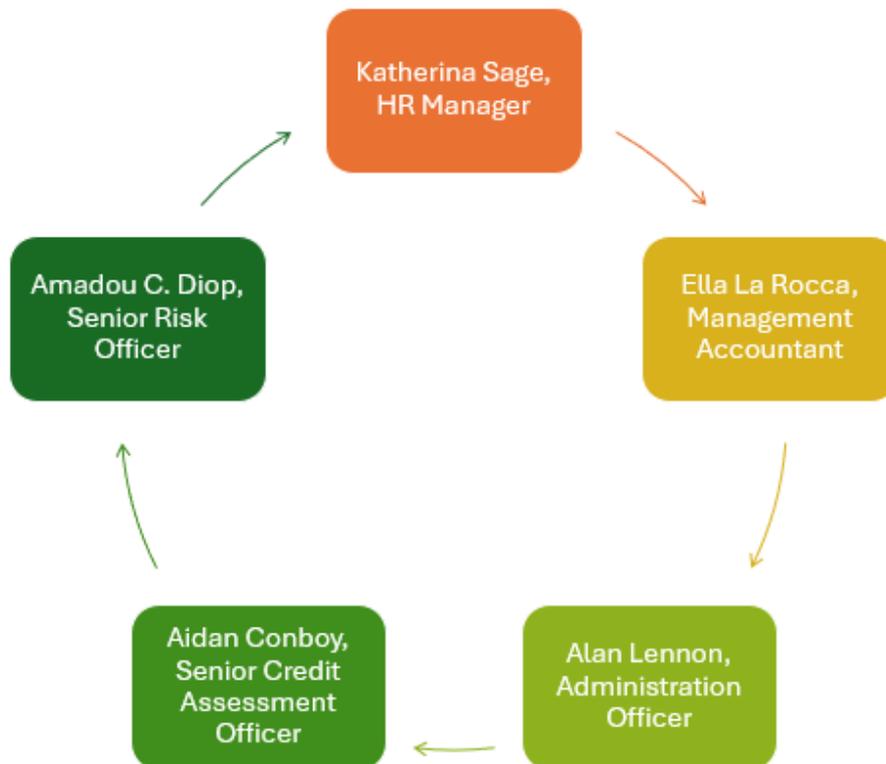
The Climate Action Mandate requires the establishment of leadership and governance structures for climate action and that staff are engaged with climate action and have appropriate training. The governance structure for climate action within the Agency is set out below.

Michelle Hennessy, Head of Corporate Services, is acting Energy Performance Officer and Climate and Sustainability Champion.



Green Team

The HFA Green Team meetings are held quarterly to discuss sustainability measures and initiatives in the HFA. Members of the Green Team act as “Green Reps” throughout the various teams across the organisation where employees can contact any member of the Green Team highlighting any suggestions or issues they may have relating to sustainability. The Green Team is open to all the HFA employees, and we send regular update emails encouraging any colleagues that are passionate about sustainability to join. Terms of Reference for the Green Team can be found in Appendix A of this document.



Engaging our People

Engaging staff members on sustainability issues is crucial to creating a positive impact within the organisation. The HFA aims to create a sense of community around sustainability through events, workshops and activities related to environmental awareness. Encouraging employees to contribute to ways in which the HFA can be greener through sharing suggestions with Green Reps promotes a collaborative environment where employees feel invested in the activities of the HFA.

Initiatives

Green Training Programs

- **Sustainability Workshops:** The HFA holds annual internal sessions on energy conservation, waste reduction and sustainable practices.
- **Online Courses:** The HFA provides staff access to courses on sustainability and climate action from reputable platforms.

Energy Efficiency

- **Last Out, Lights Out:** A Staff Communications Initiative “Last Out, Lights Out” was introduced in 2024, to encourage staff to switch off electronic equipment, devices and systems in the HFA office at the end of the day.



Housing and Community Support

- **Sustainable Homes:** HFA staff encourage customers to approach housing delivery in a sustainable manner and the majority of HFA-financed homes are A-rated.
- **Supporting Green Initiatives:** Through its Social Investment Fund, the HFA supports sustainable initiatives in communities, including gardening and rewilding projects, upgrades to community spaces and the delivery of eco-friendly play spaces close to HFA-financed housing schemes.

Cycle Clinic

- **Cycle to Work Scheme:** The HFA promotes the scheme and provides participation information.

Webinars

- **Environmental Awareness Webinars:** The HFA encourages staff to attend sessions on environmental topics through its Employee Assistance Programme (EAP).

Green Team Activities

- **Quarterly Meetings:** For discussing progress, new ideas and upcoming events.
- **Project Teams:** Splinter teams to be set up to work on specific sustainability projects.

Communication and Awareness

- **Newsletter:** The HFA regularly includes a "Green" section in the staff newsletter highlighting achievements, upcoming events and tips for greener living.
- **Green Office Practices:** The HFA provides helpful suggestions to aid sustainable habits at work for all employees (paperless meetings, recycling correctly, reducing energy use). For example, the below note was posted in the HFA's main office and kitchen and circulated by email:

Future Initiatives

Enhanced monitoring:

- **Energy:** Monthly monitoring of electricity usage to ensure compliance with 'Last Out Lights Out' guidance, to identify high-usage periods and any opportunities for improvements.
- **Paper:** Upgraded printers will enable the HFA to track paper usage and ink consumption.
- **Travel:** An annual staff survey will gather data on commuting patterns, including modes of transport and frequency.
- **Training:** A new training log will track all climate action and sustainability training for staff, including engagement levels.
- **Food waste:** Explore options for monitoring and reducing food waste at the HFA's office and implementing guidance for staff.

Housing Innovation: HFA management and staff, in collaboration with the HFA Board, will explore options to further support customers in sustainable approaches to housing delivery, including products to support energy-efficient upgrades.

Information Sessions & Training

- **Guest Speakers for Lunch & Learn:** The HFA will invite experts to discuss sustainability, climate change and green initiatives with staff.
- **Bike Maintenance Workshops:** The HFA will hire a suitable trainer to hold a basic bike maintenance and repair skills session.

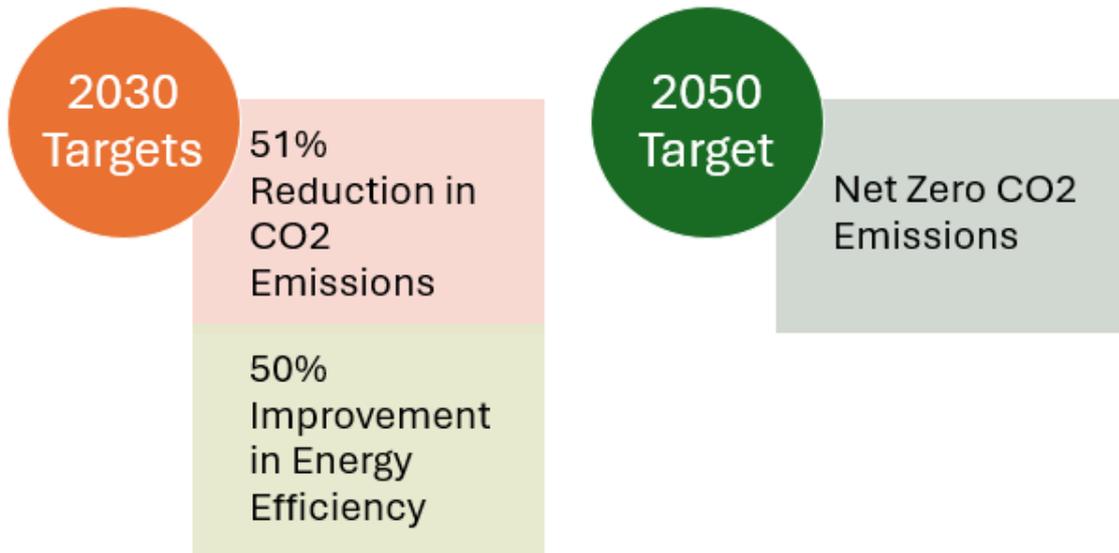
Bright Ideas Competition

- **Innovation Challenge:** The HFA will continue to encourage innovative ideas for improving sustainability within the HFA. This will include rewards for the best ideas and implementation of feasible and practical suggestions.

Community Engagement

- Volunteer Programmes: The HFA will participate in community clean-up events and tree planting activities.

Our Targets



Under the Climate Action Plan 2021 and 2023, the government set ambitious targets for public bodies to achieve a 51% reduction in energy-related greenhouse gas (GHG) emissions and a 50% improvement in energy efficiency by 2030.

SEAI redeveloped the Monitoring and Reporting (M&R) system to enable reporting and tracking against these targets and other legal requirements. The graphs and data presented in this section of the roadmap are sourced from SEAI's M&R System.

In 2024, the HFA's CO₂ emissions were 61.8% below the 2016-2018 baseline of 13,046 kgCO₂.

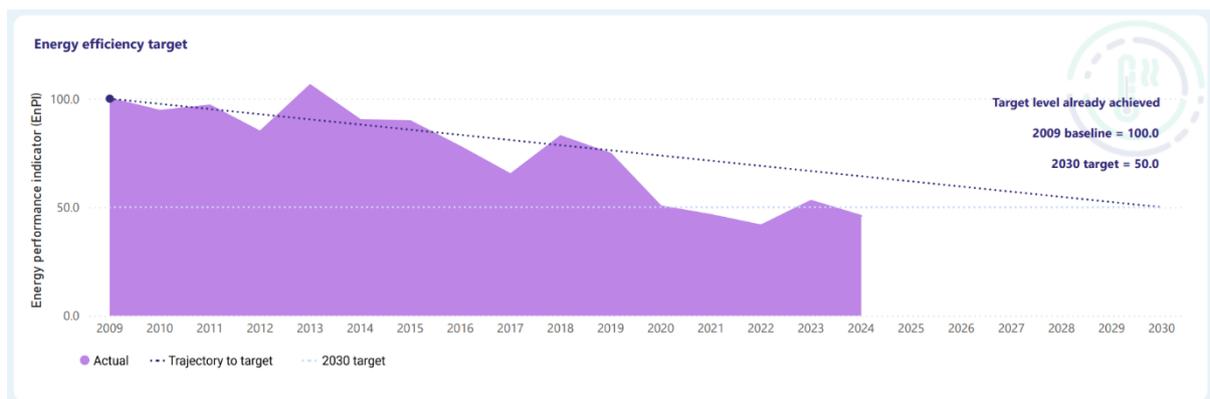
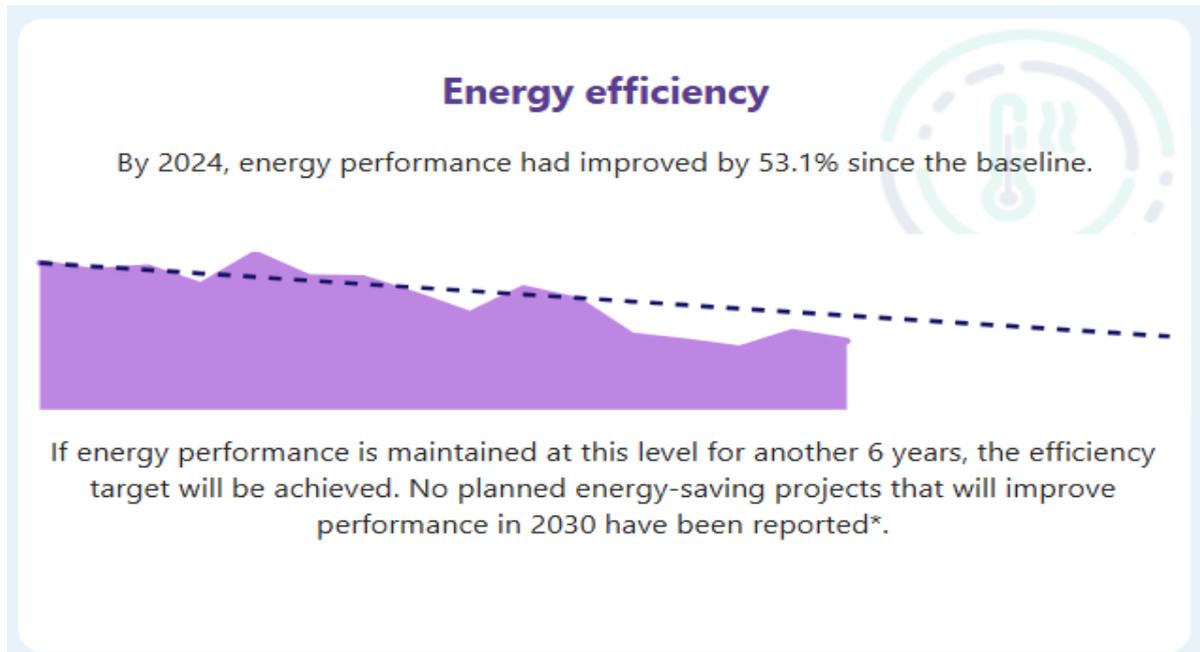
 **Total CO₂ emissions**

In 2024, total CO₂ was 61.8% below the baseline of 13,046 kgCO₂.

2024: 4,987 kgCO₂
2030 target: 2,819 kgCO₂

To achieve this target, total CO₂ must reduce by another 43.5% from 2024 level within 6 years. No planned energy-saving projects have been reported that will reduce total CO₂ in 2030*.

By 2024, HFA energy performance had improved by 53.1% since the baseline. As of 2024 we have surpassed the government Energy Performance Indicator (EPI) target of 50 with an EnPI of 43.5.



The HFA has made significant progress in reducing CO2 emissions and improving energy performance by 2024. However, achieving the 2030 targets will require further reductions and potentially new energy-saving projects.

Our Way of Working

The HFA is committed to reducing its energy consumption, water usage, waste disposal and carbon footprint in a practical and cost-effective manner.

Green Public Procurement

Green Public Procurement (GPP) has been identified as an area that can contribute towards Ireland achieving a more resource-efficient, circular economy. The Department of The Environment, Climate and Communications recently published the Green Public Procurement Strategy and Action Plan 2024-2027.

In line with this document, the HFA is committed to including green criteria in public procurement processes where they are relevant to the specific goods and services required, in addition to the ten specific sectors where national GPP criteria are available.

Resource Use

We work with our landlord in monitoring of the use of all resources on our premises. Records are maintained for electricity, gas, water and waste usage. Refillable water stations are available throughout the building, with glasses and cups provided for use.

Waste management

The team and staff as a whole are committed to a waste action plan that increases recycling and minimises waste generation by focusing on minimising packaging, promoting eco-design and managing our segregation of waste.

Use of single-use items have been significantly reduced since 2022. Waste collection is segregated into three streams: general, recyclable and organic. Coffee pod recycling and battery recycling is provided in our building.

In 2024 the HFA chose suppliers for office and catering services who use recyclable packing materials wherever possible.

Paper-based processes

The HFA is committed to reducing its use of paper and the HFA's 2024 Annual Report is, for the first time, digital only. Prior to the full digitisation of the 2024 report, between 100 and 200 copies of the report were printed each year. Plans to reduce reliance on paper will be further supported by the implementation of a number of new IT processes or systems, including a move to Cloud-based storage and the introduction of upgraded printers that will facilitate accurate monitoring of paper and ink usage.

Transport

The HFA office is located in Dublin City Centre and staff are encouraged to use public transport, to cycle or to walk to work. The Taxsaver Commuter and Bike to Work schemes are available to staff and secure bike storage and lockers are located in the building's car park. The HFA did not have any air travel in 2024.

Sustainable homes

HFA financing in 2024 facilitated the delivery of thousands of energy-efficient homes, employing sustainable delivery and construction methods. 99% of HFA-financed homes in 2024 were A-rated. We continue to encourage customers to consider green initiatives and sustainable methods in their housing delivery. However, it should be noted that 1% of AHB finance is allocated for second-hand homes that require upgrading but may not necessarily meet A BER rating standards.

Sustainable communities

The HFA also supports the development of sustainable programmes and facilities within communities through our Social Investment Fund. In 2024, the HFA awarded funding to Tuath Housing for the creation of a natural play space for children in Clarehall, Dublin, integrated within a grove of trees featuring eco-friendly materials and equipment designed to harmonise with the natural landscape.

Governance

The HFA has a strong governance structure around decision-making, with an effective and highly skilled Board of Directors and three supporting committees: Audit and Risk Committee, Credit Committee and Organisational Performance and Development Committee.

We follow the Corporate Governance guidelines as outlined in the Code of Practice for the Governance of State Bodies. This guide outlines key principles and rules to help our Board of Directors exercise its responsibilities and serve the interests of the company and its stakeholders. Our directors and all employees, including senior management, conduct themselves in accordance with the highest ethical standards, informed by a robust Code of Conduct for Directors and an Employees Code of Conduct.

The HFA has an Oversight and Performance Delivery Agreement with the Department of Housing, Local Government and Heritage, as required by the Code of Practice for the Governance of State Bodies. The purpose of the agreement is to define the terms of the relationship between the HFA and its key stakeholders. The agreement provides details of the legal framework of the HFA, the roles and responsibilities of the HFA, compliance with the Code of Practice for the Governance of State Bodies, monitoring arrangements, and the duration of and signatories to the agreement. The most recent Oversight and Performance Delivery Agreement has covered the period from 2022 to 2024.

Our Buildings and Vehicles

The HFA does not have any official vehicles and therefore does not have any procurement, monitoring or reporting requirements in relation to fleet. Our travel and subsistence policy states that:

- Only essential travel should be undertaken and that the number of employees on any official journey be kept to a minimum.
- Ensure that all journeys are planned in the most effective and cost-efficient manner.
- Use public transport whenever possible.
- Mileage is only paid on the basis that no public transport is available and is approved in advance by the Chief Executive.

Our premises provide secure and covered bicycle parking onsite; showers and storage lockers are also provided in all our building. HFA employees can avail of the cycle to work and tax saver schemes at any time. The HFA building stock plans were completed and submitted to SEAI, the plans are concise as we rent one floor in a building.

Climate Action Mandate

Our Targets

Target	Status
Reduce energy-related GHG emissions by 51% in 2030	Ongoing
Improve energy efficiency in the public sector by 50% by 2030	Ongoing
Update Climate Action Roadmaps annually within 6 months of the publication of the CAP	Completed for 2025

Our People

Initiative	Status
Establish and resource Green Teams reporting to senior management	Completed
Nominate a Climate and Sustainability Champion	Completed
Incorporate appropriate sustainability training into learning and development strategies for staff	Ongoing
Organise staff workshops annually to engage on climate issues	In progress for 2025
Ensure all senior management complete climate leadership training	In progress for 2025

Our Way of Working

Initiative	Status
Report on the following in the Annual Report of the public sector body: GHG emissions, implementation of the mandate, sustainability activities, compliance with Circular 1/2020	Completed for 2024 report

Using SEAI's M&R System, public bodies should report annually on implementation of mandate requirements using comply and explain approach	Ongoing
Achieve formal environmental certification	Completed
Implement Green Public Procurement using the EPA GPP guidance and OGP's GPP criteria	Implemented where appropriate

Construction

Initiative	Status
Specify low carbon construction methods and low cement material	N/A
Adhere to best practice guidelines for the preparation of resource and waste management plan for construction and demolition projects	N/A

Food Waste

Initiative	Status
Measure and monitor the food waste generated on premises	Not started
All new contract arrangements related to canteen or food services, including events and conferences, to include measures that are targeted at addressing food waste	In progress

Paper

Initiative	Status
Review any paper-based processes and evaluate the possibilities for digitisation so it becomes the default approach	Ongoing
Measure and monitor paper consumption	In progress

Other Materials

Initiative	Status
Support Ireland's Producer Responsibility Initiatives in the collection and recycling of products	Completed
Use waste collection services that are segregated into a minimum of 3 streams	N/A

Our Buildings and Vehicles

Initiative	Status
Promote the use of bicycles and shared mobility options as an alternative to car use among employees and visitors by creating and maintaining facilities	Completed

Appendix A

Green Team Terms of Reference

1. Origin of the Green Team

The HFA Green Team was established in Quarter 3 2022 to act as an integrated driver of sustainability within the HFA, the Green Team currently has no definite end date. The purpose of this document is to set out the terms of reference of the Green Team.

2. Function of the Green Team

The Climate Action Plan 2021 has outlined that every public body is required to achieve a 50% improvement in energy efficiency by the end of 2030 and a 51% reduction in greenhouse gas emissions by 2030, the function of the Green Team is to assist in achieving the targets set out in the Climate Action plan. Green Team members will act as green representatives among their various teams providing an opportunity to all staff to link in with them regarding issues or ideas relating to sustainability in the HFA.

3. Governance

A member of the senior management team will be appointed as Energy Performance Officer, as is outlined a requirement in the Public Sector Energy Strategy 2017. The Energy Performance Officer (EPO) should have decision making powers with respect to facilities, corporate budgets and procurement. The Green Team will report directly to the Energy Performance Officer. The Energy Performance Officer will report to the HFA's appointed Climate and Sustainability Champion. The current Energy Performance Officer is Michelle Hennessy. The current Climate and Sustainability Champion is Michelle Hennessy.

4. Membership

Membership of the Green Team is on a voluntary basis and is open to all employees of the HFA but should include some or all of the key roles required to deliver of climate action: EPO, Energy Officer and Facilities Manager at a minimum. IT, Procurement, Risk and HR functions would also be an advantage. Members of the Green Team act as "Green Reps" within the HFA helping to promote green initiatives within their relevant teams.

Name	Department	Role
Michelle Hennessy	Corporate Services Dept.	Head of Corporate Services
Katherina Sage	Corporate Services Dept.	HR Manager
Ella La Rocca	Finance Dept.	Management Accountant
Alan Lennon	Corporate Services Dept.	Administration Officer (Green Team Secretary)
Amadou C. Diop	Risk and Compliance Dept.	Senior Risk Officer
Aidan Conboy	Lending Dept.	Senior Credit Assessment Officer

5. Meetings

Frequency of meetings

The Green Team will meet 4 times per annum at a minimum; there will also be a request for ad hoc meetings as and when required.

Notice of meetings

Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of items to be discussed will be forwarded to each member of the Green Team no later than 3 working days before the date of the meeting.

Quorum

The quorum necessary for a meeting to take place will be 3 members.

Minutes of meetings

The secretary of the team will minute the actions to come from each meeting. Minutes of the meetings will be accessible to all members of the team.

5. Reporting Responsibilities

Annual Report

The Green Team must report on sustainability activities in the HFA Annual Report.

The Public Sector Climate Action Mandate

The Mandate requires public sector bodies to show leadership in climate action by taking and reporting on, the actions of the Mandate. The Mandate was approved by Government on 4th July 2022 and issued to all departments by the Minister for Environment, Climate and Communications. The Green Team actions will be reported in the Mandate.