



# Personal Injuries Resolution Board Climate Action Roadmap

2025

*June 2025*



# Contents

A Message from the CEO .....	2
1: Introduction .....	3
2: Our People .....	4
2.1    Leadership and Governance for Climate action: .....	4
3: Our Target – Progress to Date .....	5
3.1    Achieving the Carbon Emissions Reduction Target (51% reduction by 2030) .....	5
3.2    Achieving the Energy Efficiency Target (50% improvement by 2030) .....	6
4. Our Ways of Working .....	8
4.1    Green Public Procurement .....	8
4.3    Resource Use .....	9
5. Our Building .....	10
5.1    Our Building .....	10
5.2    Bicycles .....	11
5.3    Climate Action Initiatives .....	11
6. Personal Injuries Resolution Board Climate Action Roadmap .....	12
7. Conclusion .....	13

# A Message from the CEO

The Injuries Resolution Board sees at first hand the impacts of adverse weather events in Ireland, through the claims submitted to us relating to injuries sustained and deaths occurring at these times.

Our research shows that those injured amid adverse weather are more likely to receive higher than average compensation awards, suggesting that individuals sustain injuries of greater severity during such events. We also understand that environmental concerns matter deeply, not only to those who rely on our services, but also to our employees and stakeholders. The Injuries Resolution Board are committed to providing energy efficient solutions to aid in the reduction of overall carbon emissions and drive us collectively towards achieving the goal of reducing Ireland's greenhouse gas (GHG) emissions by 51% by 2030. That's why, over the past several years, we've taken meaningful steps to reduce our environmental footprint.

I'm delighted to report that our commitment to energy efficiency and environmental sustainability in our premises and our operations has seen us make good progress in achieving our targets. In relation to our energy efficiency target, our energy performance has improved by 61.8% since the baseline (2009) as against a target of 50%. If energy performance is maintained at this level for another 6 years, the efficiency target will be achieved. We hope to improve further on this target over the next 6 years. In relation to reducing our GHG emissions, our CO2 emissions at the end of 2024 were 53.6% lower than baseline figure. The target is to reduce by 79% of baseline figure, therefore, there is some further work required over the next 6 years to achieve this target.

The progress made to date in relation to both targets were made possible through:

- + Replacement of our heating ventilations and air conditioning (HVAC) system.
  - + Upgrading to energy-efficient lighting
  - + Managing ambient office temperatures
  - + Embracing innovative use of our premises, supported by a shift to blended working
- Beyond energy, we've also acted in other key areas:
- + Reducing single-use plastics
  - + Improving water conservation and recycling practices
  - + Promoting public transport use
  - + Leveraging digital to reduce paper use
  - + Embedding environmental criteria into our procurement processes

The Injuries resolution Board is fully committed to demonstrating leadership on climate action and sustainability in the public sector. We will continue to implement effective management practices and explore further opportunities to reduce our impact. Long-term, however, achieving the full scope of the Government's Climate Action Plan may require relocating to more sustainable premises. In the meantime, I'm pleased to present our Climate Action Roadmap, which outlines our ongoing and future commitments.

Rosalind Carroll  
Chief Executive

# 1: Introduction

The Injuries Resolution Board is an independent State Body that resolves personal injury claims in Ireland. We were established in 2004 to support the fair, prompt, and transparent resolution of personal injuries claims without the need for unnecessary litigation.

The Injuries Resolution Board is a self-funded public body and is a key pillar in contributing to reform of the insurance sector and the personal injuries environment.

We provide assessment and mediation services to resolve personal injury claims for compensation in the following categories:

- + Motor liability
- + Employer liability (workplace accidents)
- + Public liability
- + Garda Compensation Scheme

We are a relatively small organisation, with a team of 81 based at our offices in Tallaght, while an additional 30 work under contract for us at the Capita service centre in Cork. We also rely on a number of other external service providers.

This Roadmap focuses on energy-related greenhouse gas emissions within our operations, in line with the target of a 51% absolute reduction by 2030. We have already made good progress, achieving a 53.6% reduction in carbon emissions and 61.8% improvement in energy efficiency. Further details on progress to date, the remaining gap to target, and initiatives being considered are outlined in section 3 of the report.

## 2: Our People

### 2.1 Leadership and Governance for Climate action:

The Climate Action Mandate calls for the establishment of clear leadership and governance structures to drive climate initiatives. It also requires that all staff are actively engaged and receive appropriate training to support climate action across the organisation.

We are committed to ensuring that all our employees are equipped with the knowledge and tools they need to support climate action initiatives. We will do this through training and awareness initiatives, including webinars on energy conservation and broader environmental issues.

Our approach will also place a clear emphasis on reducing the Board's emissions and improving energy efficiency, ensuring that sustainability remains a shared and visible priority across the organisation.

Responsibility for advancing the Injuries Resolution Board's climate action agenda lies with a member of our Executive Leadership Team, the Director of Finance, Ms Bernadette King.

Key Actions to Date:

1. Strategic Commitment

The CEO and Board have formally committed to supporting the Government's Climate Action Plan through the Injuries Resolution Board's Strategic Plan 2025-2029, ensuring alignment with national 2030 climate targets.

2. Leadership

The Board has appointed a Climate and Sustainability Champion and an Energy Performance Officer, reinforcing our internal leadership on environmental matters.

3. Green

The structure of our Energy / Green team is under review, with a view to formalizing a charter that will underpin the implementation of the aims of the Climate Action Mandate. This team will play a vital role in promoting staff engagement, sharing information, and encouraging behavioural change to support our climate goals.

4. SEAI

We have engaged with the Sustainable Energy Authority of Ireland (SEAI) through its Public Sector Partnership Programme, gaining access to expert guidance and resources to support our energy and sustainability initiatives.

5. Energy Audit

We have undertaken a recent Energy Audit to help define what actions can be taken to further improve our energy efficiency/climate impact during the lifetime of this Roadmap.

## 3: Our Target – Progress to Date

The Climate Action Mandate sets key targets for emissions reduction and energy-efficiency as follows:

- + Reduce energy related GHG emissions by 51% in 2030.
- + Improve energy efficiency in the public sector by 50% by 2030.
- + Update Climate Action Roadmaps annually within 6 months of the publication of the Climate Action Plan. Develop Climate Action Roadmaps if none are in place.

### 3.1 Achieving the Carbon Emissions Reduction Target (51% reduction by 2030)

Our greenhouse gas emissions target is based on energy-related carbon dioxide equivalent emissions, with the baseline average of 2016-2018 emissions. It requires energy emissions, for heating and transport, and overall energy-related emissions (including electricity) to be reduced by **79%** from the 2016-2018 baseline figure of 109,197 kgCO<sub>2</sub>.

The Injuries Resolution Board energy use is split between its Dublin offices, Outsourced Service Centre and Data Centres. The main pillar of our decarbonisation strategy is to focus on improvements to our Dublin offices to ensure the greatest impact. We already have a good platform as we do not have any natural gas or other fossil fuel heating and only use electricity.

Energy related CO<sub>2</sub> emissions at the end of 2024 were **50,702 kgCO<sub>2</sub>**, **53.6%** lower than baseline of 109,187 kgCO<sub>2</sub>.

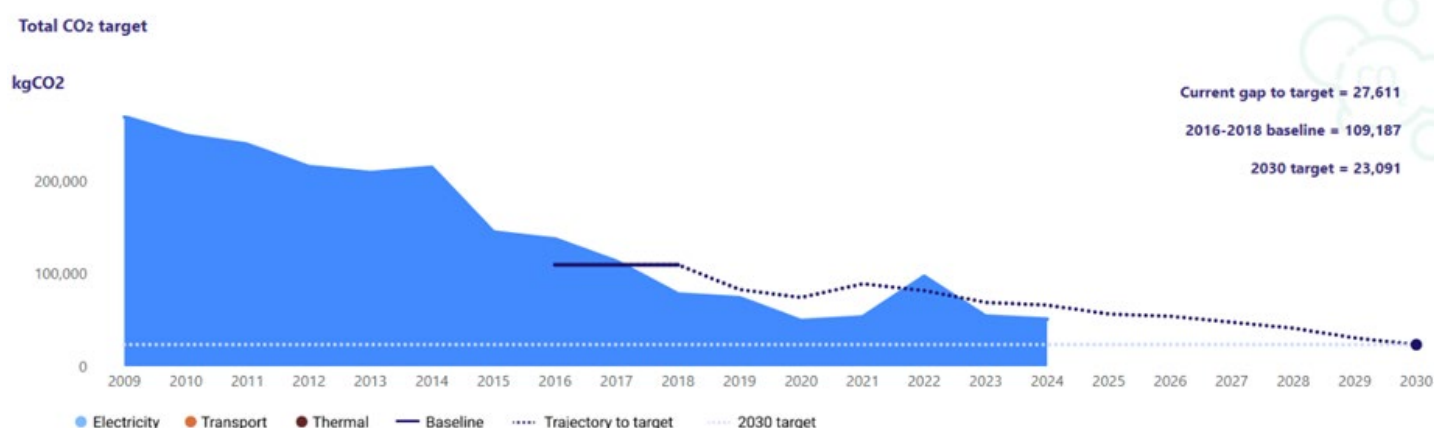
#### Closing the Gap

To date 2024 the Injuries Resolution Board has reduced emissions by 58,485 kgCO<sub>2</sub> which is a reduction of 53.6% but must reduce further by another 27,611 kgCO<sub>2</sub> to achieve its 2030 target of 23,091 kgCO<sub>2</sub>.

We completed an energy audit in May 2025 to determine what options; additional opportunities may be available in terms of further energy saving project initiatives to assist us in maintaining the current gap and reducing this gap further to align with our 2030 target of 23,091 kgCO<sub>2</sub>.

Some areas arising from the recent energy audit which require further review and consideration are as follows:

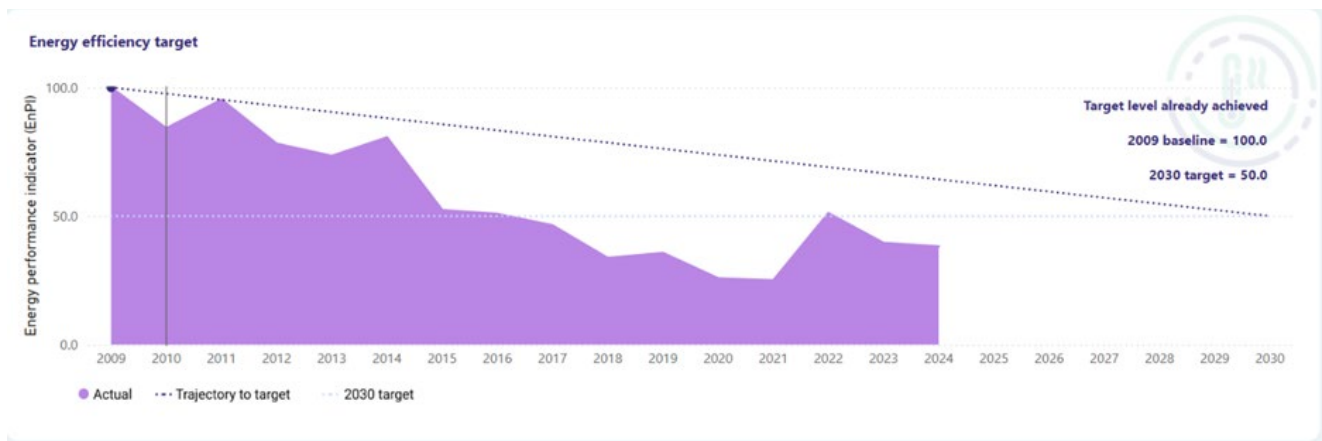
- + Implementing controls on the building management systems which are used to regulate the organisation's heating ventilation and air conditioning (HVAC) system.
- + In collaboration with the other public sector tenant and the landlord, we intend to explore the viability of some solar energy for the Dublin office. We are also investigating the installation of reflective film on the inside of some windows on a pilot basis. This film is designed to protect against heating of the building in summer (the front part of the building faces into the sun for much of the day).
- + Office space optimisation.
- + Staff engagement through training and awareness programs.



### 3.2 Achieving the Energy Efficiency Target (50% improvement by 2030)

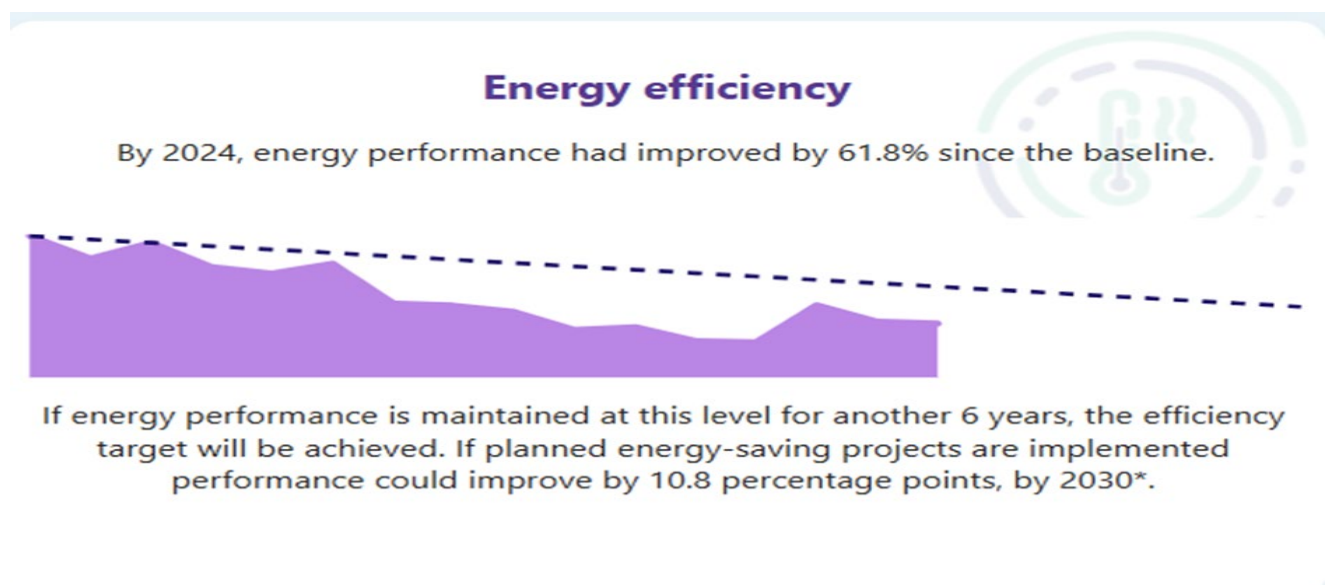
Energy efficiency and carbon emissions reduction are fundamentally interconnected.

At the end of 2024, the Injuries Resolution Board achieved a 61.8% energy efficiency target set from the 2009 baseline. This is based on primary energy per metre squared of floor space.



## Our Climate Action Achievements

Injuries Resolution Board has been recording and reporting on energy usage since 2009. Significant progress can be seen in the **61.8%** reduction from energy efficiency baseline.



The key reasons for the improvement since baseline include

- + Building refurbishment project including replacement of inefficient air conditioning system and upgrading of lighting systems.
- + Movement of our IT infrastructure to a fully managed service model to include utilisation of data centres.
- + Upgrade of all IT equipment in the organisation with high efficiency equipment
- + The implementation of auto shutdown systems for on-site computer equipment.
- + Replacement of printers and photocopiers with a smaller number of multi-functional devices
- + Change of lighting controls to include motion detection



## 4. Our Ways of Working

The Injuries Resolution Board operates in accordance with the Code of Practice for the Governance of State Bodies, adhering to the principles and standards required of Irish public sector organisations to ensure transparency, accountability and effective management. We are committed to analysing and reporting annually GHG emissions and sustainability initiatives through our Annual Report. In addition, we will continue to report our GHG emissions and energy consumption by returning all data into the SEAI Monitoring and Reporting System (M&R). This plan will be reviewed and updated each year, with progress and updates reported to the Board of the Injuries Resolution Board as part of our commitment to climate governance and continuous improvement.

### 4.1 Green Public Procurement

The Injuries Resolution Board is committed to integrating environmental management principles into all aspects of its operations, including procurement. Tenderers and contractors are required to make all reasonable efforts to minimise adverse environmental impact in the methods of service delivery and in materials used.

Tenderers will be requested to demonstrate (where appropriate) either current or planned Green Public Procurement practices that provide increased sustainable awareness and work practices. We encourage all bidders to develop green initiatives and to provide information in their tenders as to their carbon footprint, ISO14001 or other certification, or proof of working towards a greener environment.

While we apply green criteria where it is applicable in our tenders, for example IT product procurement, most tenders are for professional services where Green Public Procurement is not directly relevant.

Nonetheless, where feasible the Injuries Resolution Board will apply green award criteria in tenders such as:

- + The tenderers credentials and approach on sustainability and climate action.
- + Evidence of climate and sustainability credentials, accreditations or affiliations. A high-level approach to minimising own climate impacts should be provided.
- + Demonstration of current or planned Green Public Procurement and work practices that provide increased sustainable awareness, and how these will be employed in the execution of the contract.

## 4.3 Resource Use

The shift to remote working during the COVID-19 public health emergency required a rapid transformation of our business processes to ensure continuity. During this period, staff successfully adapted to using online resources, cloud-based storage, and document sharing via secure links, significantly reducing reliance on printed materials.

Today, many of our core processes are fully digital. Documents are completed and processed online using electronic signatures, and payments are made via secure electronic transfers, streamlining operations and reducing our environmental footprint. To build on this progress, we will conduct a comprehensive review of print and copier usage statistics to identify trends in paper consumption. This analysis will help us pinpoint areas where paper is still used frequently and guide targeted interventions.

Based on the findings, we will implement:

- + Improvement projects to digitise remaining paper-based workflows, where appropriate.
- + Awareness campaigns to promote sustainable practices

We have also commenced a significant Digital Transformation Project which when completed should also deliver efficiencies in terms of reduced paper, printing, enhanced online communication and the exchange of data/reports etc.

## 5. Our Building

Injuries Resolution Board lease offices in Exchange Hall, Tallaght, Dublin 24. The lease is operated through the Office of Public Works (OPW). The current lease which was for a 20-year term expired in 2024. The OPW are currently engaging with the landlord in relation to renewing this lease for a ten-year term with a break clause included at year 5. These negotiations are ongoing.

### 5.1 Our Building

The largest contributor to carbon emission are the heating, ventilation and air conditioning system (HVAC), which are powered by electricity at our offices. This means that our energy usage benefits from the national decarbonisation of grid electricity generation. Encouragingly, the decarbonisation of grid electricity is progressing. According to EirGrid's *Annual Report 2024*, renewable energy sources accounted for approximately 42% of electricity generated in Ireland last year, this is similar to figure reported in 2023.

In addition to our primary office operations, we also account for energy usage associated with facilities and services that support the delivery of our functions. This includes our outsourced Service Centre in West Cork, as well as energy consumed by data centres that host the cloud services used by the Injuries Resolution Board for secure data storage and management.

In 2017 we undertook a Building Refurbishment project at our Tallaght offices. This included the replacement of an inefficient air conditioning system and the upgrading of lighting systems. These changes have delivered savings in terms of energy usage and efficiency and have contributed to the progress we have achieved to date.

The current BER rating for the two floors occupied by the Injuries Resolution Board is C1. We have already introduced several practical measures to reduce energy consumption within our premises such as;

- + Adjusting air conditioning settings to maintain a minimum winter temperature of 19°C, in line with Government energy efficiency guidance.
- + Disabling air conditioning on office floors when the space is unoccupied, ensuring energy is not wasted during non-operational hours.

The energy audit highlighted some areas for review and consideration in relation to energy management and monitoring of usage of our HVAC system, installation of photo voltaic panels, and office optimisation, these are included for further consideration in future.

Ongoing Areas of Focus will include:

- + Operational control procedures to ensure systems run efficiently and only when needed
- + Temperature control to maintain comfort while minimising unnecessary energy use
- + Use of timers to automate energy-saving schedules for lighting, heating, and cooling
- + Regular maintenance of equipment and systems to sustain optimal performance and prevent energy waste

These focus areas will help us maintain and improve our energy efficiency as we work toward our long-term sustainability goals. Injuries Resolution Board will meet with the other tenant to share the learnings from energy audits and to agree a common approach to negotiation carbon reduction measure with the landlord.

## **5.2 Bicycles**

Injuries Resolution Board's offices are bicycle friendly for staff. There are safe and secure access-controlled bicycle parking facilities at ground level. These facilities are accessed using the employee ID card and bikes are housed in a secure caged area in the underground parking area.

Several staff are utilising the Government's cycle to work scheme.

## **5.3 Climate Action Initiatives**

Consideration will be given to what steps Injuries Resolution Board can take in relation to reducing other indirect emissions (Scope 3 emissions, e.g. from business travel, commuting, working from home, and purchased goods and services), identifying the impact of climate change on organisational operations and undertaking climate adaptation measures.

Any initiatives/pledges/reporting schemes will be documented in the roadmap updates.

## 6. Personal Injuries Resolution Board Climate Action Roadmap

Our Gap-to-Target plan will be reviewed regularly for performance and improvement.

Planned actions for 2025 and 2026 are as follows:

### 2025 & 2026

- + Conduct an energy audit of our building – completed May 2025.
- + Review recent energy audit - consider areas/initiatives included therein (2025/2026)
- + Re-establish Green Team (2025)
- + All staff training - a series of staff workshops will be organised to ensure that the implications of the mandate's specific emissions reduction and energy efficiency improvement targets are disseminated and understood across the organization as well as to ensure that the broader objectives of the mandate are understood and embedded across the organisation. (2025/2026)
- + Engage with the building service management company in relation to waste management and water usage (2025).
- + Draft, agree an energy policy and a sustainability policy (2025).

## 7. Conclusion

The Personal Injuries Resolution Board Climate Action Roadmap outlines the plan to reduce our organisation's greenhouse gas emissions and increase energy efficiency up to 2030. In the coming months, Injuries Resolution Board will add greater detail to the proposed steps, monitoring progress towards goals and implementing improvements where required. Injuries Resolution Board will engage with and provide training and awareness to all staff in relation to our progress to date; future action required in order to achieve our targets and play our part in reducing our GHG emissions and increasing our energy efficiency.

*This Climate Action Roadmap has been approved by the CEO and the Board of Injuries Resolution Board and will be reviewed and updated annually to reflect our progress and incorporate improvements on Gap-to-Target and any updates to the National Climate Action Plan and the Public Sector Climate Action Mandate.*