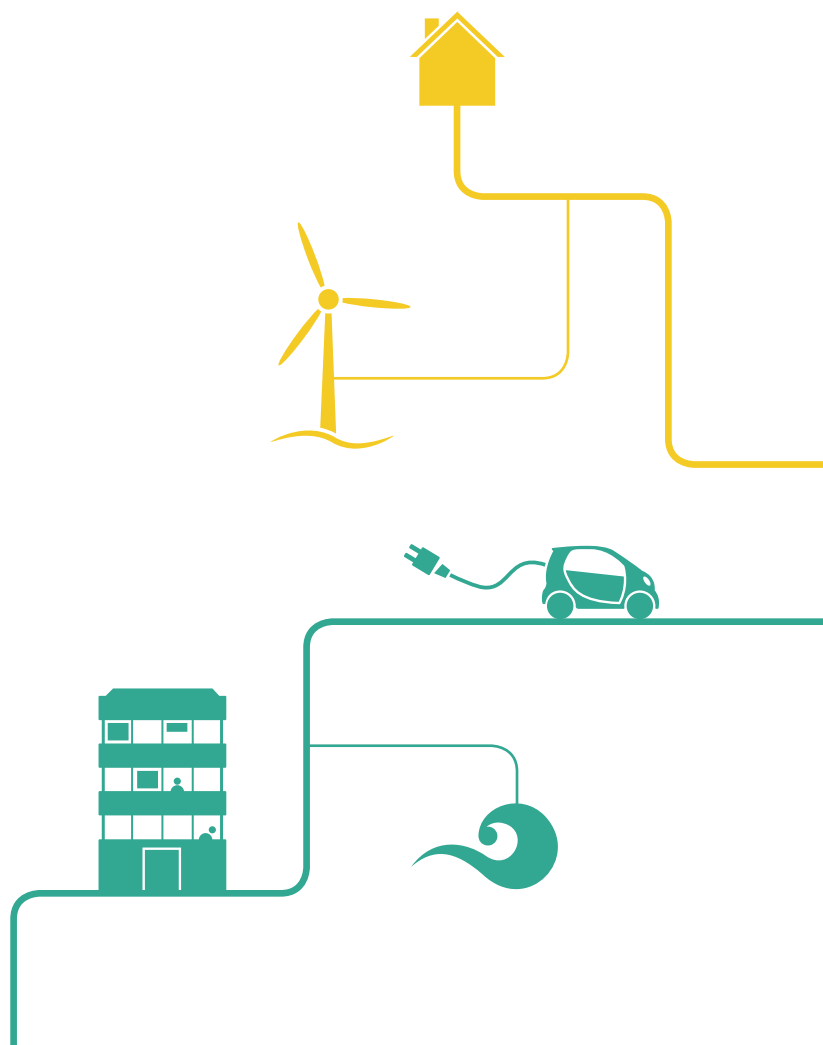


# Strategic Plan

2010 – 2015





# Strategic Plan 2010 – 2015

## Our vision for Ireland

Making Ireland a recognised global leader in sustainable energy. A society fully engaged in the sustainable energy agenda and an economy fully exploiting the global opportunities in clean, low-carbon solutions.

## Our roles

- Supporting Government decision-making through advocacy, analysis and evidence
- Driving demand reduction and providing advice to all users of energy
- Driving the decarbonisation of energy supply
- Raising standards in sustainable energy products and services
- Building markets based on quality, confidence and proven performance
- Fostering innovation and entrepreneurship
- Improving the coherence of Irish energy research and development

## The Authority's mission

To play a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices.

## Our key strategic objectives

- Energy efficiency first: implementing strong energy efficiency actions that radically reduce energy intensity and usage
- Low carbon energy sources: accelerating the development and adoption of technologies to exploit renewable energy sources
- Innovation and integration: supporting evidence-based responses that engage all actors, supporting innovation and enterprise for our low-carbon future

## Under the Sustainable Energy Act 2002 SEAI is mandated to:

- promote and assist environmentally and economically sustainable production, supply and use of energy
- promote and assist energy efficiency and renewable sources of energy
- promote and assist the reduction of greenhouse gas emissions and transboundary air pollutants associated with the production, supply and use of energy
- promote and assist the minimising of the impact on the environment of the production, supply and use of energy
- promote and assist research, development and demonstration of technologies connected with the foregoing
- provide advice, information and guidance:
  - i) to the Minister and such other Ministers or bodies as the Minister may direct, and
  - ii) to energy suppliers and usersrelating to the matters specified in the foregoing.

## Foreword



As a nation, we are at a crucial moment in time, where the right actions will determine our future wellbeing and that of generations to come. We must act now to address issues such as security of energy supply as a consequence of rapidly declining fossil fuel resources, and of course, the real and present threat of irreversible climate change.

Energy issues have never been more central in societal discourse. Formulating effective and concrete policy on energy has profound implications for each and every one of us. There are tremendous opportunities to be gained and Ireland can become a global leader in many of the innovations, goods and services that will be central to societies in the coming decades.

In Ireland, we are of a scale that allows us to innovate quickly, and we are already seen by many global companies as a potential test bed location for new and emerging technologies such as ocean energy and electric vehicles. Also, the nature of new clean energy solutions are exactly where Ireland's enterprise strengths lie: knowledge led and high added value services.

In addition, it is widely acknowledged that Ireland is uniquely positioned in terms of our renewable energy resources. We have the best wind and ocean potential in the world, and we need to move now to ensure that this potential is harnessed to the country's benefit in the years and decades ahead.

Doing so can lead us to a situation not only where we become self sufficient in energy, but where we become a significant exporter of renewable energy into mainland Europe.

This is far from being a lofty aspiration. The sustainable energy agenda is already creating jobs in Ireland, and is one of the central pillars of the nation's next phase of economic wellbeing.

For the past seven years, the Sustainable Energy Authority of Ireland (SEAI) has played a very significant leadership role in transforming Ireland's understanding of sustainable energy issues. We have seen many successes and importantly now know what can be achieved.

I welcome this ambitious strategy and its core principles. It provides a vision that is achievable and desirable, but that requires speedy and consistent action to ensure it comes to fruition. I look forward to seeing the Authority strengthening and demonstrating its valuable expertise, as it works with all of Government and all its partners to deliver this nation's sustainable energy future.



**Eamon Ryan T.D.**

Minister for Communications, Energy and Natural Resources

A stylized, handwritten signature of Eamon Ryan in black ink, set against a yellow rectangular background.



## Opening Remarks



This strategic plan marks the beginning of the next phase in the life of the Sustainable Energy Authority of Ireland (SEAI). Since its foundation in 2002, the Authority has pioneered the promotion of energy efficiency and renewable energy growth in Ireland.

It has devised and implemented numerous schemes in response to the Government's ambition to cut greenhouse gas emissions by means of greater energy efficiency and increased use of renewable energy. SEAI has also provided expert advice and statistical data to facilitate the formulation of Irish energy policy.

These past few years have seen a seismic change in the context governing the promotion of all facets of sustainable energy. The urgency and scientific certainty of the climate change crisis is growing, and there is widespread consensus on the imperative to make deep cuts in greenhouse gas emissions. The European Union has been to the forefront in accepting the logic of this objective and has shown leadership in setting ambitious targets and pushing for international agreement. The years covered by this new strategy will be vital in seeing a step change in local and global action.

At the same time, there has been a huge evolution in our understanding of how businesses that are focused on clean, low-carbon products and services, clean technologies and behaviours will be central to the next phase of economic development. Ireland has great resources – both our people's knowledge, entrepreneurship, adaptability, as well as tremendous natural resources including on- and off-shore wind, wave and tidal energy. We have the opportunity to be a leading player in the new 'smart economy' of the future, and SEAI has set itself the mission of helping to make this become a reality.

SEAI is contributing real benefits to Ireland now – energy savings, emissions reductions, ideas and jobs. Building on these successes, SEAI intends to strengthen and grow, to see its impacts strengthen and grow, and to see Ireland strengthen and grow as it navigates towards a new sustainable energy future.

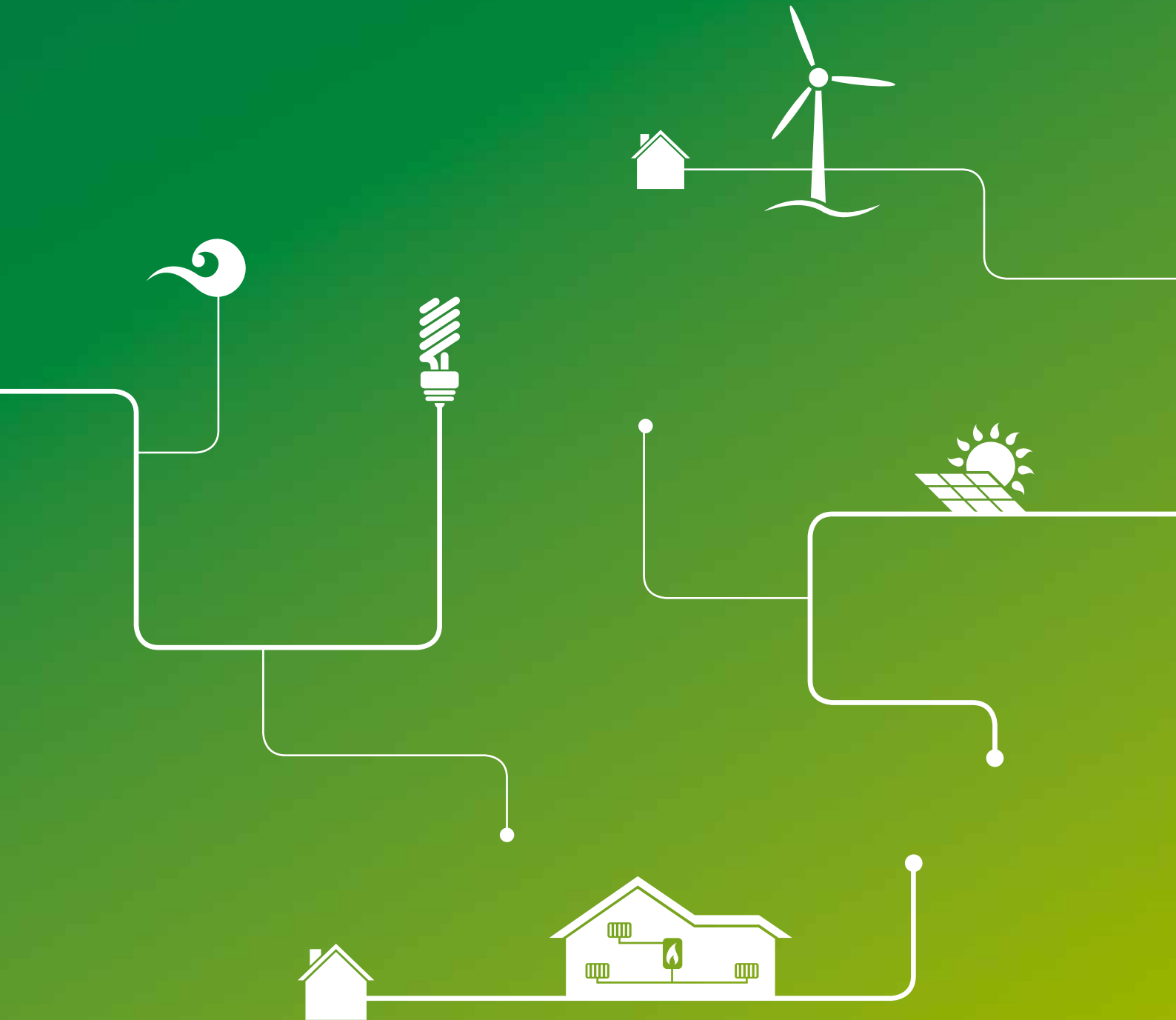


**Brendan Halligan**  
Chairperson  
Sustainable Energy Authority of Ireland

A yellow rectangular box containing a handwritten signature in black ink. The signature appears to read "Brendan Halligan".



**Part 01**  
Our Vision for Ireland



## SEAI's Vision

Making Ireland a recognised global leader in sustainable energy. A society fully engaged in the sustainable energy agenda and an economy fully exploiting the global opportunities in clean, low-carbon solutions.

SEAI's vision is expressed as an ambition for Ireland to accelerate the development and deployment of cost-effective low-carbon technologies and behaviours.

We can expect fundamental change in society during the coming years in where our energy comes from and how we use it.

A sustainable energy future for Ireland is one where our competitiveness is enhanced by our energy policy, our supply is secure and all environmental impacts are minimised.

## SEAI's Mission

To play a leading role in transforming Ireland into a society based on sustainable energy structures, technologies and practices.

This is a leadership role. SEAI will perform in:

- providing well-timed and informed advice to Government
- delivering SEAI programmes efficiently and effectively
- engaging and motivating a wide range of stakeholders
- showing continuing flexibility and innovation in all activities

SEAI's actions will help advance Ireland to the vanguard of the global green technology movement, so that Ireland is recognised as a pioneer in the move to decarbonised energy systems.

### We envisage a future where:

- our electricity is generated entirely from indigenous, renewable sources
- Ireland exports electricity across Europe through an interconnected grid system
- a 'Smart Grid' manages electricity supply and demand actively, with end-users informed and engaged
- Ireland's transport system is powered by electricity and biofuels
- Irish buildings are 'energy positive': generating all their energy needs, providing storage options for electricity and even exporting a surplus
- Ireland is a globally recognised centre of expertise in a range of sustainable energy technologies and services
- communities are planned and built from a holistic perspective that integrates energy and resource needs into lifestyles, leisure and work

# What Does Our Future Look Like?

The transition to a low-carbon society has begun, and the extent of transformation involved will be unprecedented. We can imagine some aspects of this change to give us a sense of where our vision may take us.

## 5 Years

- Greening of electricity supply with an increase in wind supply and local generation
- Improved standards of comfort and energy affordability for all
- More use of public transport. More efficient cars and drivers. Electric vehicles visible on the roads
- Strong export-led growth in sustainable energy products and services
- All new buildings highly efficient as a norm. Large numbers of existing buildings retrofitted to high efficiency standards

## 15 Years

- Renewable sources represent over half of electricity supply, within an active, smart grid, with newer sources such as ocean starting to show a significant contribution
- Renewable sources for heat are the norm. Land-use and transport planning fully evolved to a sustainable, integrated logic
- Most new car purchases are electric vehicles. City centres based on non-car modes
- Ireland has a global reputation for research and development and clean technology services and products
- All new buildings energy self-sufficient





## 25 Years

- An energy system rooted in local, green electricity, and exporting electricity to Europe
- A new mode of planning and building communities, with new norms for close-to zero-carbon energy services
- A carbon-neutral transport system resourced from green electricity and biofuels
- Ireland exports sustainable technologies, expertise and energy
- All buildings at least energy self-sufficient. Building materials have minimal environmental impacts

This is an ambitious agenda that requires considerable adaptation, innovation and commitment.

All of this change represents an opportunity for Ireland – to be seen as a leader; to improve people’s quality of life; and to develop a new economy with its foundations in clean, low-carbon solutions exported all around the globe.

This is SEAI’s vision for the future.

### The decarbonisation imperative

It is generally accepted that maintaining global warming below 2°C should reduce the risk of severe impacts on our natural systems. To make this happen, science demands that we limit carbon dioxide (CO<sub>2</sub>) concentrations in the atmosphere to a maximum of 450 parts per million. It is likely that by 2050 total emissions will need to be at most one fifth of what they are today. Meeting this trajectory will require substantial financial and technological investments. This implies major changes in all parts of society.

# SEAI at the Heart of the Sustainable Energy Agenda

As the national Authority, SEAI is central to all aspects of the Irish sustainable energy agenda. SEAI will be the Authority to which others look for informed analysis, policy leadership and exemplary delivery. We will lead and encourage, with our mandate rooted in our expertise. Our vision is focused on the future, but it is rooted in action now.

## SEAI actions are based in four modes:

- **Agency:** delivering programmes effectively and efficiently
  - **Academy:** training, raising standards and building capacity
  - **Activator:** engaging energy consumers, raising awareness and changing behaviours
  - **Authority:** informing debates, supporting policy making and leading innovative thinking
- driving the decarbonisation of energy supply
  - raising standards in sustainable energy products and services
  - building markets based on quality, confidence and proven performance
  - fostering innovation and entrepreneurship for a new, smart economy
  - improving the coherence of Irish energy research and development

SEAI will deliver high-quality programmes that work to connect relevant stakeholders, co-ordinate action and lead a process of transformation. Through these actions SEAI will help create knowledge, support intelligent policy-making, build enterprise (and help to both retain and create jobs) and work efficiently in all activities.

## Our tasks will include:

- supporting Government decision-making through evidence, analysis and advocacy
- driving demand reduction and providing advice to all users of energy

SEAI's evolution has seen it become more focused on engaging with an increasingly informed and motivated range of stakeholders. This means even greater opportunities for larger-scale action and much larger impacts. SEAI will continue to ensure quality and coherence, and to push for innovation and growth in all its activities. SEAI's role will be to see sustainable energy activity increase rapidly in scale by demonstrating new solutions, and encouraging growth that is built on quality and recognised standards. Partnerships with others will be central to our success.



## Key Strategic Objectives

### Energy efficiency first

Implementing strong energy efficiency actions that radically reduce energy intensity and usage. This will enhance the affordability of energy services for all, improve enterprise competitiveness and strengthen the Irish energy system. SEAI programmes will focus on the widespread use of efficiency solutions in all sectors. A new scale in efficiency activity is the priority, starting now with the National Energy Retrofit Programme.

### Low-carbon energy sources

In order to move towards the long-term imperative of a carbon-free energy system, the development and adoption of technologies to exploit renewable energy sources must be accelerated. The end-point is carbon-free, indigenous energy inputs into a system that emphasises electricity as the carrier. Interventions range from basic technology research through demonstration, analysis and ultimately deployment.

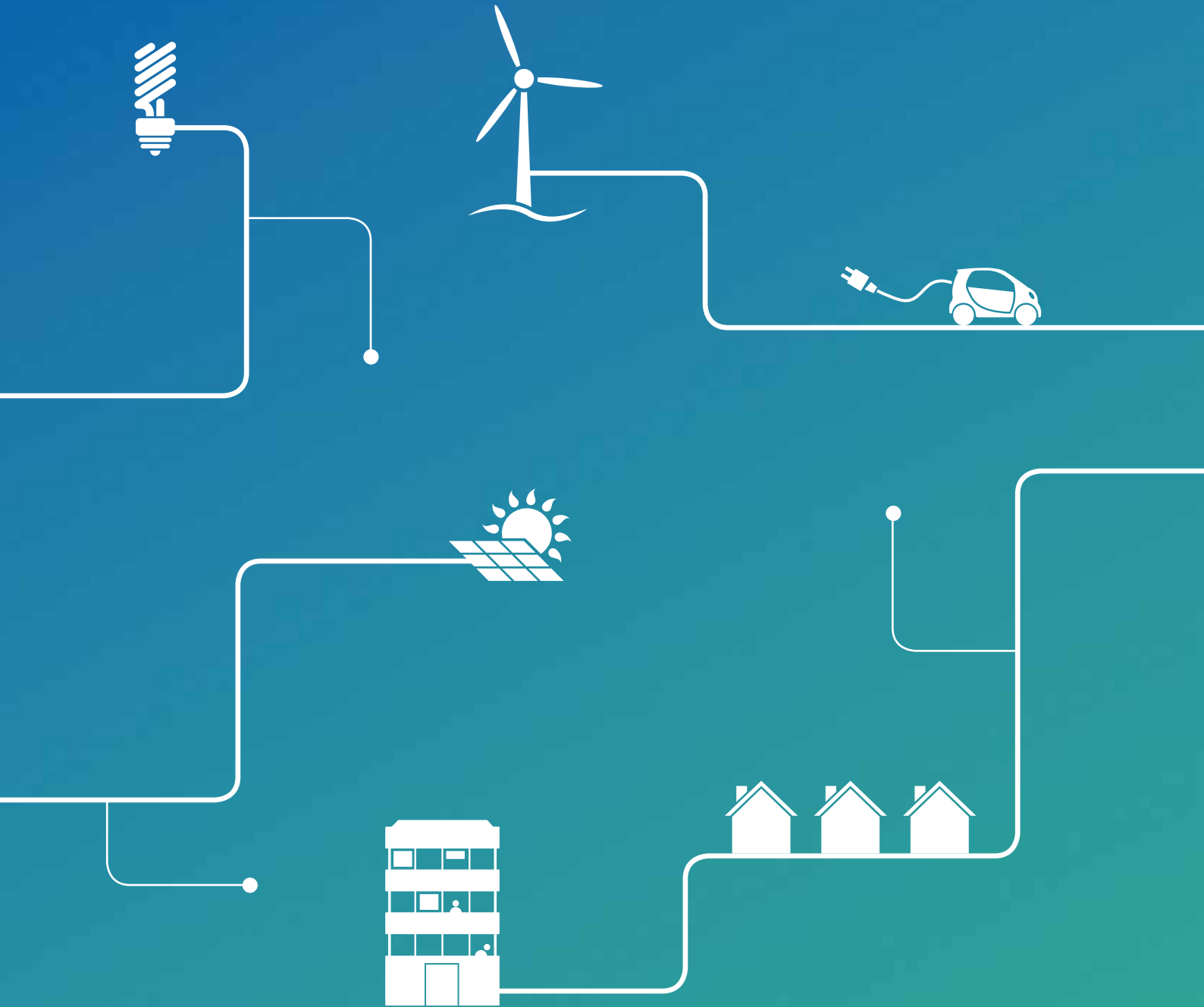
### Innovation and integration

The transition to a smart, sustainable energy society will be centred on innovation in technologies and behaviours. Change will be driven through integrated action, bringing the right people and organisations together to work flexibly and adapt to new challenges. The interventions required include supports for innovation and enterprise, as well as identification and delivery of the required policies and infrastructure.



# Part 02

## Our Goals and Actions



## Electricity Supply



### Our vision

Electricity supplied entirely by renewable sources, delivered via a smart, active grid. This will be achieved through intelligent deployment of resources and technologies underpinned by the best physical, regulatory and market infrastructure.

### Steps on the pathway

- Conduct strategic analysis to quantify resources, identify the best solutions and road maps for meeting goals
- Support new technologies and exploit all renewable resources
- Growth in on-shore and off-shore wind deployment
- Smart meters leading to a smart grid

### Specific Irish policy goals

- Accelerate the growth of renewable electricity from 15 per cent of demand in 2010 to 40 per cent by 2020
- Fast track ocean energy deployment, taking a leadership position (500 MW ocean energy by 2020)
- Support the development of **Microgeneration**
- Enhance fuel diversity in generation

### Our first actions

- Our wind and grid programme will help develop the smart grid and the infrastructure required for the next generation of supply and distribution.
- Our modelling and statistical analysis provides important intelligence and data.
- Our microgeneration programme will help deploy local generation in businesses and homes.
- Our Ocean Energy Development Unit is working to make Ireland a global leader in this important area.

### Microgeneration

*Microgeneration enables domestic, farming and small commercial enterprises to generate renewable electricity on-site using small-scale technologies such as wind turbines, photovoltaic panels and micro-hydro.*

What if our electricity grid actively managed supply and demand and engaged users in the process?



# Heat Supply



## Our vision

Renewable sources of heating for all sectors of society. This will be achieved by following a strategic path of growth in renewable heat supply.

### Steps on the pathway

- Set out a roadmap for maximising Ireland's ability to meet heat energy demand from all sectors using sustainable heat sources
- Create consumer choice in relation to heat energy, based on reliable information and high standards throughout established supply and service chains
- Integrate sustainable heat into spatial, development and community plans

### Specific policy goals

- Implement the Bioenergy Action Plan and deliver 12 per cent renewable heat by 2020
- Build an integrated approach to sustainable use of bioenergy
- Remove any regulatory barriers to CHP and **District Heating Systems**

### Our first actions

- Our bioenergy programme will support the development of policies and standards needed to optimise the use of our biomass resources and maximise the penetration of renewable heat.
- We support the deployment of renewable and alternative heat technologies across all sectors.
- Our Renewable Energy Information Office will inform consumers of technologies on the market that meet certified quality standards.

### District Heating Systems

*Connecting multiple energy users through a network that distributes heat (usually as hot water).*



# Energy in Buildings



## Our vision

A growing suite of new energy positive buildings complemented by strong energy retrofitting of all existing buildings. This will be achieved through strong new standards and regulations, support for retrofitting, an emphasis on quality, and a leadership position demonstrated by the public sector.

## Steps on the pathway

- Establish high energy efficiency as the norm for all buildings
- Stimulate a significant retrofitting effort, while raising skills, standards and awareness
- Drive new ways to deliver and finance energy efficiency activity

## Specific policy goals

- Low energy buildings through early adoption of new standards and skills
- Intensive action by the public sector as leader and exemplar
- 20 per cent energy savings by 2020

## Our first actions

- We have commenced a multi-annual National Energy **Retrofit** Programme that will transform Ireland's building stock.
- New approaches to funding and delivering greater scale of action in energy efficiency will be developed. Action will work within the framework of Government's **Energy Demand Reduction Target**, emphasising the role of utilities and energy service companies.
- Our public sector engagement will be expanded and intensified.
- Our programme to address energy affordability will be accelerated.

### Retrofit

Upgrading every domestic, commercial and public building to high efficiency standards would generate lifetime energy savings worth €25 billion.

### Energy Demand Reduction Target

The new umbrella policy for engaging energy suppliers and other energy service companies in energy efficiency activity. It will develop new ways of financing and delivering energy efficiency services such as building retrofitting.



What if all homes generated all of their own energy needs and even exported a surplus?

# Energy Efficient Products and Behaviour



## Our vision

Innovative and intelligent technologies and behaviour driving very high levels of energy efficiency in all end-uses. This will be achieved through a suite of efficiency supports and innovations, working with enterprise to deliver low energy solutions and new levels of skills and awareness.

## Steps on the pathway

- Robust energy management embedded in all public and private organisations
- Substantial community initiatives on energy efficiency
- Growth in external expertise and financing through **Energy Service Models**
- **Green Procurement Practices** employed by the public sector and all significant businesses
- Energy competitiveness for business, with Ireland as an international centre of expertise in advanced energy management techniques

## Specific policy goals

- Maximise energy efficiency (20 per cent energy savings by 2020)
- Ensure affordable energy for everyone
- Maximise national energy cost competitiveness

## Our first actions

- We will prioritise activities that maximise energy efficiency in all sectors.
- Our consumer-oriented deployment programmes will deliver the highest efficiency and quality standards.
- We will support the development of a market for sustainable energy products and services.
- Our awareness campaigns will continue to influence all energy consumers.
- Our business and public sector support programmes will continue to drive significant efficiency and cost-reduction gains.

### Energy Service Models

*These models present new options to finance and deliver sustainable energy services to energy end-users. They usually entail the service provider financing the investment in return for a share of the savings generated.*

### Green Procurement Practices

*Changing procurement practices so that decisions take account of environmental impacts and energy running costs as well as simply purchase price.*



What if all households were actively engaged in the sustainable energy agenda?





## Our vision

A major shift in transport towards more efficient modes and technologies, including ultimately a full shift to vehicles powered by biofuels or electricity. This will be achieved through a strong, integrated programme of electric vehicle deployment along with action on alternative fuel sources and demand management.

## Steps on the pathway

- Conduct significant trials of electric vehicles to prepare for wide deployment
- Develop a roadmap to enable Irish bioenergy to be used in transport fuels
- Efficiency programmes such as driver training and fleet management
- Integrate sustainable transport services into spatial, development and community plans

## Specific policy goals

- Promote sustainable energy in transport
- Specific targets: 10 per cent renewable energy in transport by 2020; 10 per cent electric fleet by 2020
- Specific sustainability targets and actions set out in Government's Smarter Travel Action Plan

## Our first actions

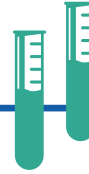
- We will promote the purchase of vehicles with enhanced fuel and CO<sub>2</sub> performance.
- We will promote fuel efficiency in fleets and buses through our business programmes.
- We will engage in projects to demonstrate the use of electric vehicles in specific applications.
- We will carry out public-good research on the impacts of electric vehicles on the grid.
- We will support efforts to increase penetration of biofuels in transport.



What if traffic noise and fumes were a thing of the past?



# Research and Innovation



## Our vision

A vigorous energy research programme with a reputation for excellence and success, with Ireland branded as a world centre for research, demonstration and innovation. This will be achieved through strong support for energy research within a coherent overarching research system and promotion of Ireland as a location for research and testing.

## Steps on the pathway

- Structured and coherent management of Government funded research, development and demonstration programmes
- Full-scale ocean energy technology demonstrations in operation, developed by Irish researchers and enterprises
- Readiness to exploit new low-carbon technologies
- Irish collaboration in relevant EU and international R&D programmes

## Specific policy goals

- Support the delivery of Ireland's renewable energy and energy efficiency goals
- Deliver the new smart economy agenda for Irish enterprise and growth
- Deliver on the objectives of *An Energy Research Strategy for Ireland*

## Our first actions

- We will strengthen national expertise and capacity in energy modelling and analysis activities.
- We will establish and develop a sound programme of applied RD&D that focuses on Ireland-specific priorities in collaboration with other state agencies.
- We will coordinate the implementation of the National Ocean Energy Strategy.
- We will encourage participation by Irish energy researchers in EU and other energy research programmes.
- We will support green enterprise growth in all aspects of sustainable energy.
- We will work with the International Energy Agency to support new technologies and policies for achieving our energy goals.



What if Ireland was a leading exporter of intelligent energy services to business?



# Policy Development and Analysis



## Our vision

A robust and comprehensive understanding and knowledge base for all sustainable energy decisions and initiatives. This will be achieved through enhancing our statistical, modelling and analytical capacities, and using our knowledge to inform debate, provide policy advice and engage in sustainable energy advocacy.

## Steps on the pathway

- Ensure full capacity to provide comprehensive, expert energy planning and policy advice to Government
- SEAI clearly seen as an effective advocate for sustainable energy in Ireland
- Strong, measurable contributions to policy understanding and innovation

## Specific policy goals

- Inform the national debate on sustainable energy and carbon reduction
- Support decision-making by business and policy-makers
- Build consensus for key sustainable energy decisions
- Support post-2020 policy formation

## Our first actions

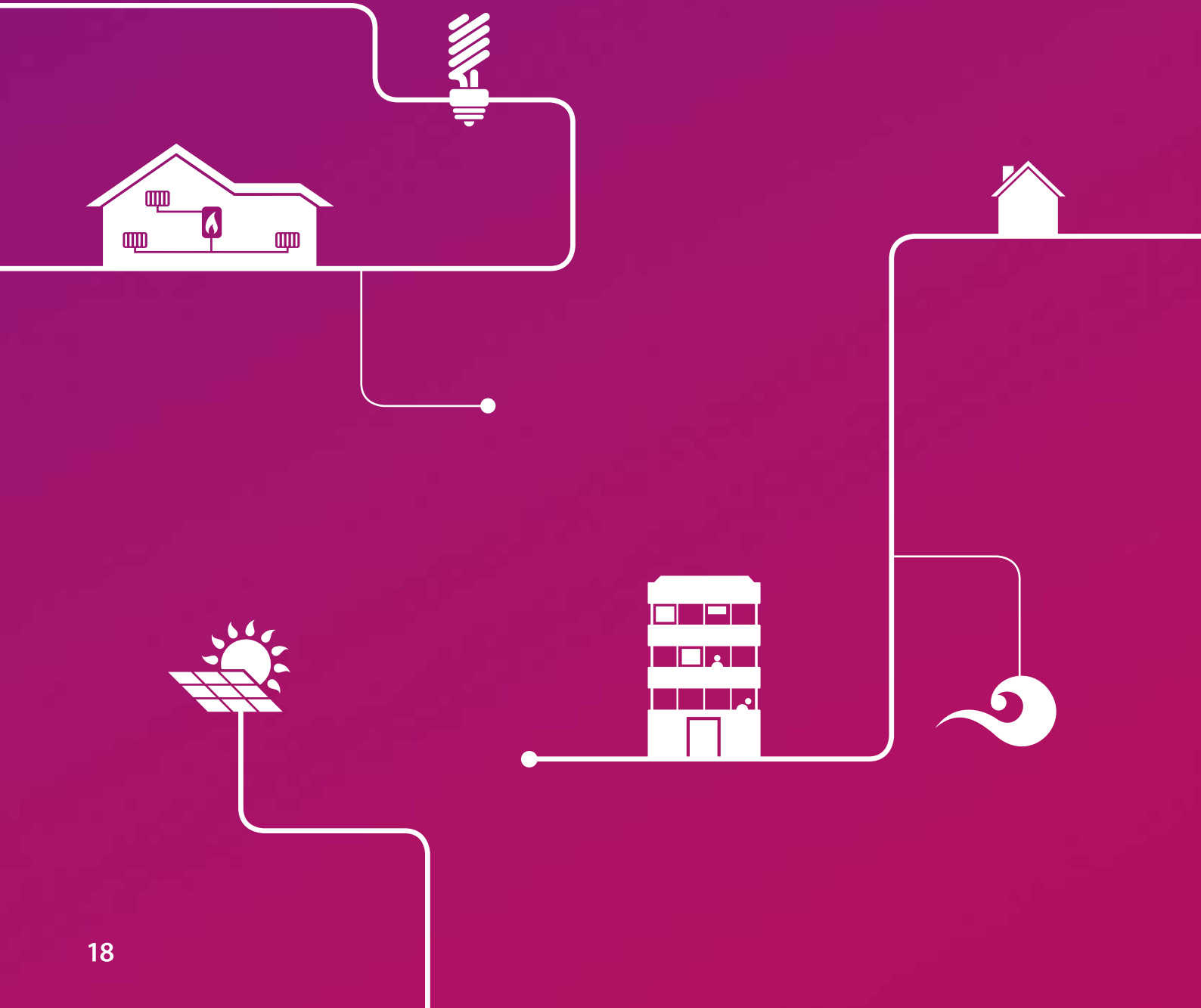
- We will provide evidence-based policy information, advice and support to Government, including statistics and modelling analysis.
- We will work with national and international experts to set out detailed roadmaps for the delivery of key technologies and targets.
- We will continue our work to develop strong techniques in measuring the full benefits and costs of all possible initiatives.
- We will continue to publish evidence and stimulate debate on all aspects of sustainable energy and the low-carbon economy.

EU energy policy is focused on delivering a low-energy economy for Europe, making the energy we use more secure, competitive and sustainable. Energy efficiency, growth in renewable sources, and development of new energy technologies are all central.



# Part 03

## Our Ways of Working



## SEAI Values

The purpose of our organisational values is to underpin and inform the way in which SEAI's vision, mission and objectives are realised.

- We will be independent in the exercise of our authority and in the discharge of our functions.
- We will embody a strong commitment to best international practice, achieving excellence in our work and our results.
- We will maintain a creative and open stance to the support of policy, enterprise and technological innovations.
- We will be open to the adoption of new approaches and flexible in their incorporation into our programmes and structures in pursuit of agreed objectives.
- We will be results-orientated and will transparently measure our performance against our goals.
- We will properly value all stakeholders.

Achieving these aims requires SEAI to be a flexible and efficient organisation with the highest standards of corporate governance, risk management, information technology, and human and financial resource management. In the performance of its functions, SEAI will maintain a strong public service ethos and will achieve the highest standards of governance and compliance with The Code of Practice for the Governance of State Bodies (2009).



## SEAI Governance

SEAI places emphasis on proper governance and financial management. We aim to be a flexible and efficient organisation with the highest standards of governance and compliance. We are cost-effective, innovative and accountable.

SEAI works to ensure appropriate structures around corporate governance, risk management, information technology, human and financial resource management.

SEAI continues to develop its governance and management systems across all areas:

### Compliance

- We are implementing an updated risk management process.
- We are developing a new corporate governance manual.
- We will maintain a full contracts register.

### Human resources

- We are implementing a full, organisation-wide performance management and development system.
- We will continue to enhance the automation of systems.

- We will keep our human resources procedures under review and maintain an up-to-date Employee Handbook.

### Reporting

- We will implement a new comprehensive financial reporting system in 2010.
- We will continue to ensure that we report our activities and performance in a clear and timely manner.

### Information technology

- We are developing business continuity planning and high systems availability.
- We are enacting new collaborative working systems, including knowledge management, shared access and video conferencing.



## SEAI Methods of Measurement

We measure our performance and impacts so that we can demonstrate our success and effectiveness. SEAI will report annually on its success in meeting targets and goals. We will formally review our strategic plan in 2012 to measure overall progress and to ensure our principles and priorities remain correct.

Measurement is primarily by reference to the following:

- action that is effective, represents value for money, and addresses the need for integrated solutions to specific objectives
- progress towards performance indicators and against stated targets identified in annualised plans
- making evidence-based decisions in a timely manner

A comprehensive and timely review process is a vital ingredient of our strategy. The outcome of regular programme reviews, undertaken annually as part of the planning process, will be an important aspect of this process. This encompasses three elements:

**Activities completed:** continuous monitoring of planned actions for completion and analysis of milestone achievements and performance indicators.

**Lessons learned:** ongoing assessment of programme outcomes that then feed into knowledge management mechanisms.

**Impacts and influence:** constant analysis of SEAI's wider economic, behavioural, energy and CO<sub>2</sub> impacts and reporting of the benefits of SEAI work against its associated costs.



## Measuring our Effectiveness

SEAI has undertaken a formal cost-benefit analysis of its main delivery programmes.

Existing programmes will deliver a total cumulative CO<sub>2</sub> abatement up to 2020 of 8.9 million tonnes.

Across the programmes assessed, every €1 spent by SEAI delivers a **Net Present Value** of €5.50 in societal economic benefits.

This means that the economic benefits of our programmes are five times their cost. For every €1 million SEAI spends on its business programmes, energy savings to business worth up to €10 million are created.

Every €1 million SEAI disburses to homeowners, when combined with the homeowners' own investment, leads to an overall energy savings worth, in present value terms, over €4.5 million.

These are the direct and most readily quantified benefits of SEAI's work. There are of course much wider positive impacts that are harder to quantify in financial terms. These include the protection of jobs, enhanced affordability of comfort and energy, and a reduced dependence on imported fossil fuels. SEAI is investigating innovative ways to measure and value these benefits so that the full impacts of all programmes can be measured and published.

### **Net Present Value (NPV)**

*Quantifying the overall benefits and cost of an action and bringing it into current prices. A positive NPV demonstrates that the lifetime benefits outweigh the costs.*







### Measuring SEAI's own impact

SEAI has measured its own carbon footprint in order to evaluate its environmental impact and determine opportunities to reduce it.

Our carbon footprint at the end of 2009 was 236 tonnes CO <sub>2</sub>	
Business travel	51 per cent
Staff commuting	26 per cent
Office buildings	23 per cent

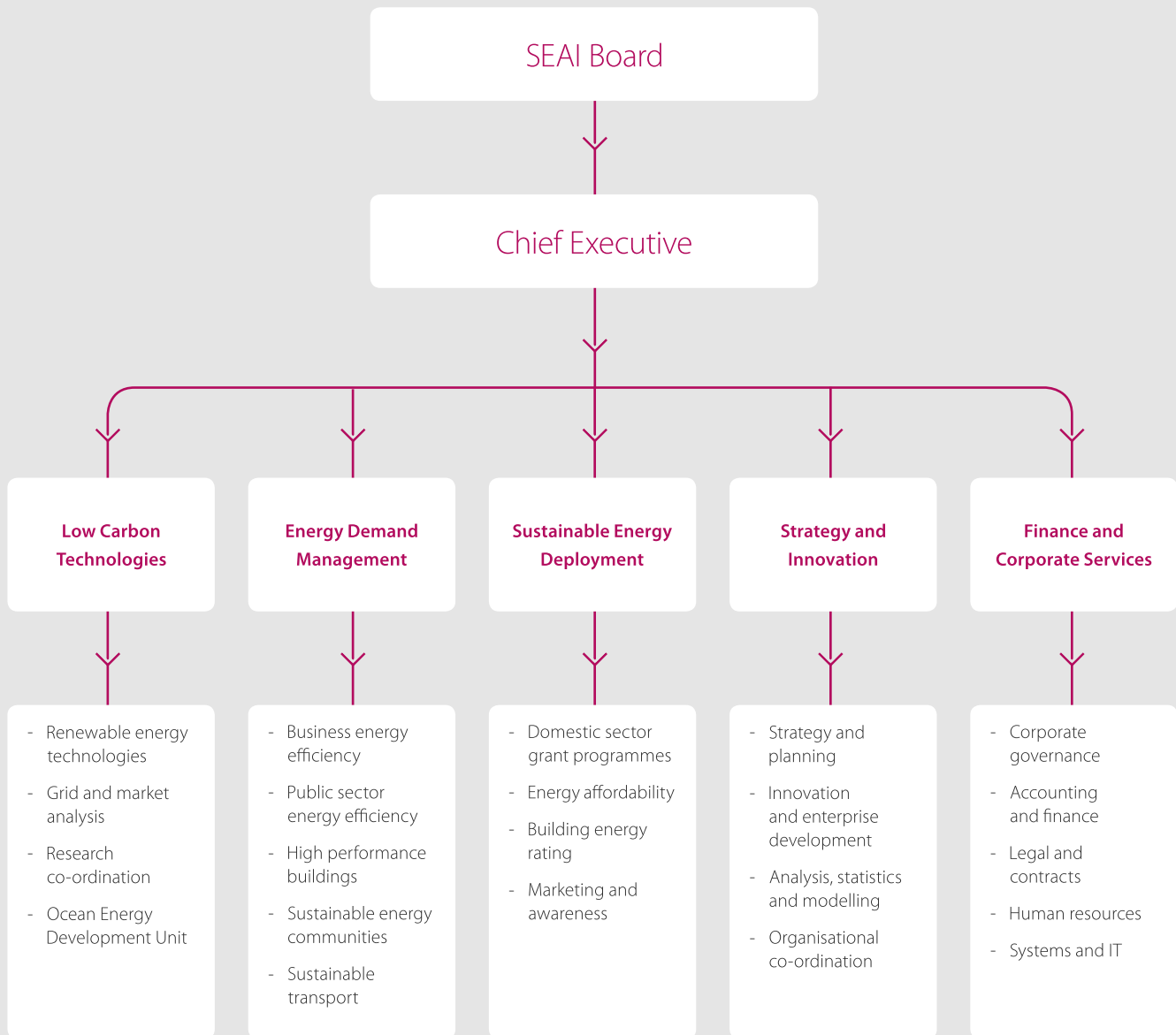
Our office energy use, our commuting and our business travel results in CO<sub>2</sub> emissions of 236 tonnes every year. To put this in perspective, a typical family home accounts for CO<sub>2</sub> emissions of about 10 tonnes per annum.

Our carbon footprint per employee reduced by 25 per cent in 2009. Savings arose from improved energy efficiency in our office (including a re-fit of our office lighting to substantially reduce our electricity usage) and improved commuting patterns due to the availability of greater public transport options for our new Dublin city centre office.

SEAI will aim to reduce its own carbon footprint by 10 per cent per annum over the next three years. The impact of our business travel will be a focus. We are also investigating new ways of calculating our footprint that takes accounts of our wider impacts in terms of work carried out on SEAI's behalf or as part of SEAI programmes. These analyses will be used both to drive SEAI's own footprint down and also to demonstrate to others how their carbon footprint can be measured and managed.



# Our Structure







**Sustainable Energy Authority of Ireland**  
Wilton Park House, Wilton Place, Dublin 2, Ireland

T +353 1 808 2100  
F +353 1 808 2002

info@seai.ie  
www.seai.ie



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