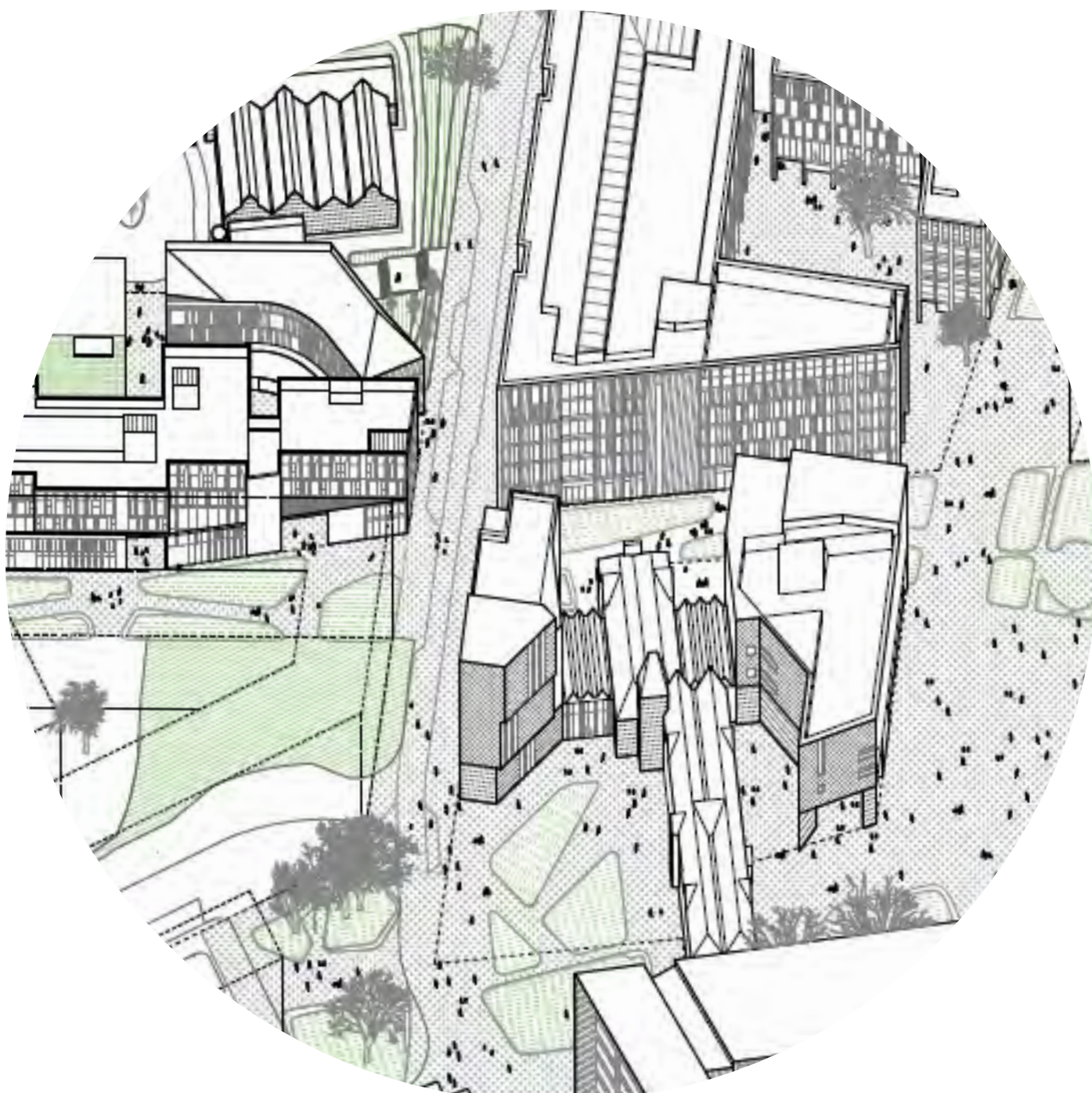


The Annual Report. 2025



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Interim Chairperson's Welcome

Prof. Terri Scott, Interim Agency Chair & Board Member

2025 marked two decades since the enactment of the Grangegorman Development Agency (GDA) Act 2005. 20 years on, the ongoing legacy of that Act is evident through the evolution of the urban quarter. As we look ahead to the maturing and growth of the Agency, our mission remains clear: to deliver a world-class, integrated environment that brings together education, healthcare and community life.

It has been a privilege to serve as Interim Chair following the conclusion of Paul O'Toole's term in January. As the Agency enters its next stages, I am delighted to formally welcome John McCarthy as our new Chair to steer our strategic vision over the coming years.

The Academic Hub & Library was the primary construction focus in 2025, as the project entered into its final stages. This state-of-the-art facility will serve as a core landmark for Grangegorman and the wider neighbourhood, providing high-quality learning and support spaces for students, along with dedicated exhibition space for community and cultural use. Following years of meticulous planning and construction, staff have now begun occupying the building ahead of its official opening in autumn 2026.

Much of the Agency's work remains in the early, pre-implementation stages of the Capital Works Management Framework. Navigating these initial statutory phases presents specific complexities, particularly within a shifting economic landscape. Strong governance remains a key priority for the Board, ensuring our projects are built on solid financial and operational foundations. Throughout 2025, the Board and Executive continued to engage closely with both TU Dublin and the HSE to progress the next building projects on site. While TU Dublin projects remain at an early stage, we look forward to seeing the HSE Residential Care Neighbourhood advance to construction tender in 2026.

The Grangegorman development has always been more than the physical bricks and mortar and fostering our community and cultural strands continues to be as vital to our success as structural achievements. Building on our commitment to

sustainable communities, 2025 marked the launch of our new Build to Last Forum which aims to drive forward meaningful benefits for our local community. Through our continued support of the Grangegorman Histories programme, the Board ensures that the site's complex legacy is treated with sensitivity, respect and preserved as a core element of the urban quarter.

In keeping with our continued growth as an Agency, we were proud to introduce a refreshed GDA brand and website in 2025, establishing a modern and clear identity that ensures a distinct and visible voice for the Agency as we move into our next phase. We concluded the year with the formal Board approval of a robust and ambitious five-year strategic plan, anchoring the Agency's long-term vision and corporate objectives through to 2031.

I would like to extend my sincere thanks to my Board colleagues for their ongoing commitment and rigorous governance across all aspects of work. With the Agency's remit set to evolve over the coming years, this continued strategic leadership is essential in ensuring ongoing delivery of the Grangegorman Masterplan, and in positioning the Agency to successfully manage a broader statutory function.

As we look ahead, there will inevitably be a number of complexities and challenges to work through, however the Agency's strong vision and structural foundation will ensure we remain resilient and fully equipped to maintain our positive delivery momentum. I would like to extend my deepest thanks to CEO Ger Casey, and to the entire dedicated team at the Agency for their unwavering hard work.

Finally, I wish to thank our Minister and officials at the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), as well as our colleagues in the HSE, TU Dublin, and Dublin City Council, and of course our neighbours and local community. The continued collaboration and shared vision of our departmental and stakeholder colleagues remain the cornerstone of everything we achieve at Grangegorman, and I look forward to entering our next phase of delivery together in 2026.



Agency CEO Welcome

Ger Casey, Agency Chief Executive Officer

When looking back at 2025, it's been a significant year of preparation and planning, both for the Grangegorman Project and the Agency itself.

Throughout the year, we welcomed several new colleagues across a range of functions, thereby strengthening our capacity to manage forthcoming phases of development and to deliver on the ambition articulated in our new five-year strategy.

On the healthcare side, the Agency continued to liaise closely with the HSE and the design team on plans to bring the Residential Care Neighbourhood to construction stage. This project represents a key piece of the North West Inner City's healthcare infrastructure and will be a major step forward in our commitment to delivering a truly multi-generational campus. We look forward to finalising these careful plans with our project partners as the project moves to construction tender in 2026.

On the ground, the completion of the Academic Hub & Library for TU Dublin was a major milestone. The building has now successfully transitioned into its fit-out and operational phase, with staff occupancy underway to prepare the facility for its 2026 official opening.

On the development front, substantial efforts went into advancing the West Quad over 2025 through a property exchange procurement model with TU Dublin Aungier Street. While this work has been temporarily deferred due to challenging market conditions, the underlying planning remains robust, and all parties maintain a shared commitment to delivering the project in due course.

Behind the scenes, 2025 saw the team advance several key public realm projects, including plans to deliver the Prussia Street Gateway. Plans for the junction outside Dublin 7 Educate Together school have now successfully achieved planning permission, while detailed designs for a new, natural play space have been further developed.

Sustainability remains a core strategic priority across all areas, with concerted, collaborative efforts underway alongside TU Dublin and the HSE to plan for decarbonisation of the site, while also embedding comprehensive life-cycle assessments

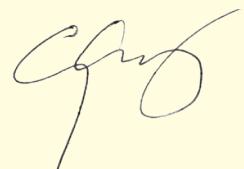
into all future capital projects. In tandem, our team's work in supporting the Build Digital Project is driving digital and standards-based construction workflows that promote environmentally sustainable practices across the wider construction sector. On the social sustainability side, the 2025 publication of our fourth 'Joining Up the Dots' socio-economic report provides a vital foundation for our new Build to Last Forum as we work to foster long-term benefits from the development within the local community.

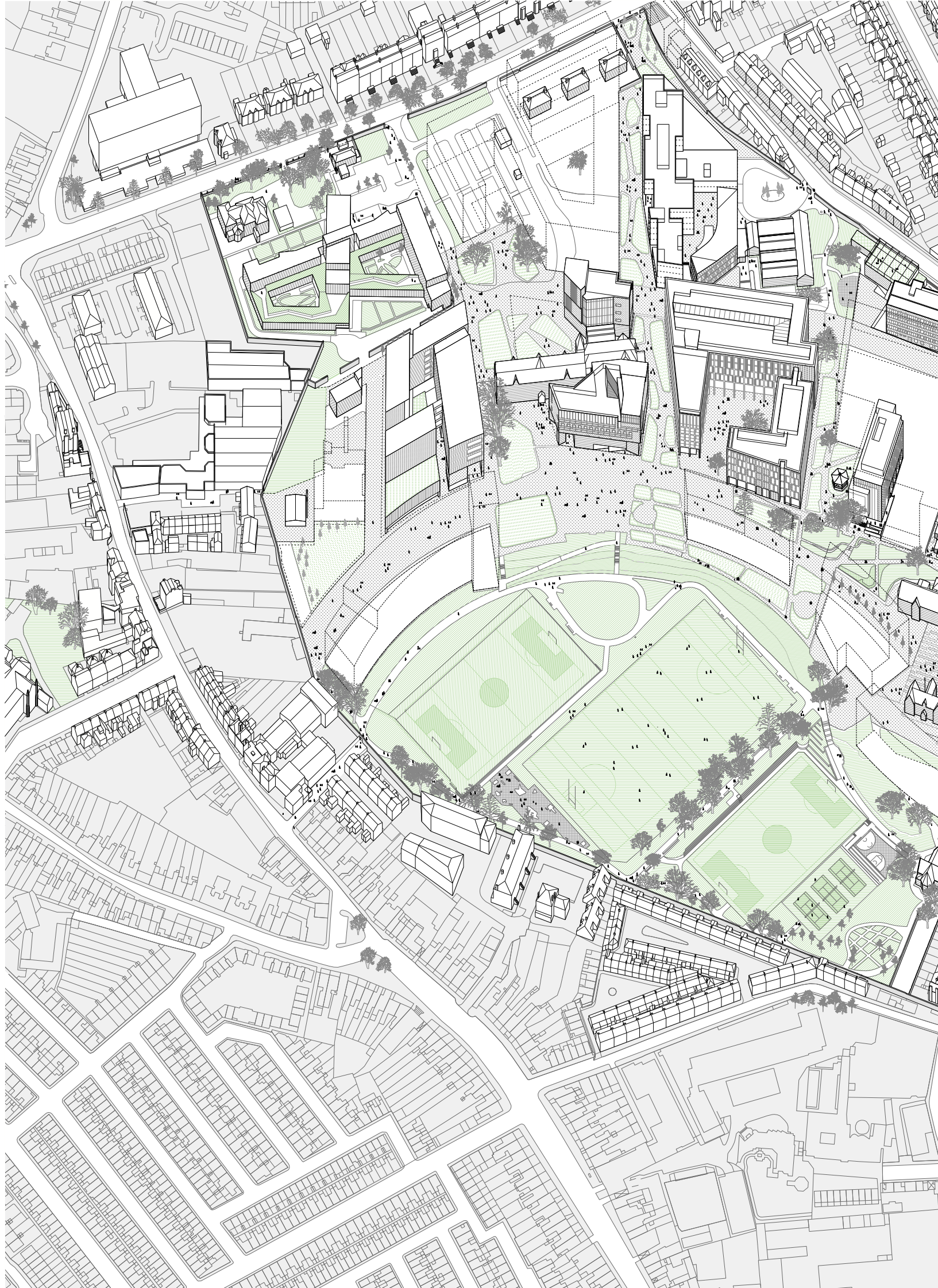
Grangegorman Histories delivered another successful year of research and insight into Grangegorman's complex heritage with much of its focus on curating the inaugural exhibition in the Academic Hub. Set to launch with the opening of the building in 2026, the exhibition will actively draw students, staff, neighbours, and visitors into the space, further fostering a shared sense of history and place.

Looking ahead, the Agency will be seeking to advance a number of key projects including the HSE Residential Care Neighbourhood and the first phase of Student Housing on site. Additionally, beyond Grangegorman, we are preparing to provide expert advisory and support to the Further Education and Training (FET) sector in the delivery of the FET College Major Capital Programme (FCMCP).

Finally, I would like to acknowledge the hard work of the Board, GDA Executive Team and committees, including the Consultative Group, Community Liaison Committee, Build to Last Forum and Grangegorman Histories Expert Working Group, all of whom have played key a part in driving the Grangegorman Project forward.

Ultimately, the achievements of the past year are a collective success story and I want to thank each of them, alongside our project partners, DFHERIS, the HSE, TU Dublin, Dublin City Council and our local communities, for their continued collaboration and support. It is this valuable network of relationships that will carry Grangegorman successfully into its next phase of transformation. I look forward to working closely with all of our stakeholders as the Agency moves forward.







Places We Shape



Grangegorman site, 2025. Image: Barrow Coakley Photography

I Our Buildings

Context

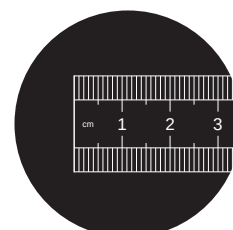
The Grangegorman Project is a complex, multi-use development that combines healthcare, education and community on a site of significant institutional heritage. The aim of the Grangegorman Development Agency (GDA, the Agency) is to balance the needs of its diverse stakeholders to create a vibrant urban quarter through a built environment that supports connections, collaboration and creativity in keeping with the Grangegorman Masterplan vision originally completed in 2008.

Each building in Grangegorman is designed in consideration of its surroundings, both contemporary and historical, that will ultimately provide a complementary and distinct campus environment that balances architectural diversity with a unified sense of place. They share a number of key characteristics such as permeability and material continuity, all of which frame a series of quads, public plazas and squares designed to encourage a vibrant social fabric.

In 2025, the Agency's work extended across every phase of the development cycle. The Agency advanced several projects in various stages of procurement, design, planning and construction while ensuring proactive community and stakeholder engagement remained a core priority at every stage. This section provides an overview of the major projects progressed during the year.

Projects in Construction

There was one construction project onsite in 2025 – the Academic Hub & Library for TU Dublin. The Agency continued to work closely with the design team, building contractor and TU Dublin project team to bring the project to its closing phase over the year with opening expected in 2026





Student study spaces in the completed Academic Hub & Library, 2025. Image: Aisling McCoy

I Our Buildings

Academic Hub & Library

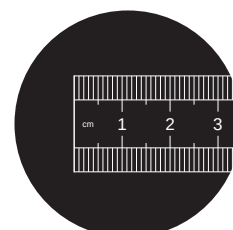
The Academic Hub & Library is intended as a landmark building for the Grangegorman site. It also forms part of Project Ireland 2040 and the Government's commitment to delivering high-quality, modern education facilities under the National Development Plan. When completed, the building will be the academic 'heart' envisaged in the Masterplan and home to TU Dublin's library collections for Grangegorman students, as well as a range of student and staff support services. These include the Career Development Centre, Civic Engagement, Maths Learning Centre, Disability Support Service and People Development.

The Academic Hub also includes an active ground floor public space featuring a double-height atrium exhibition space and café. Grangegorman Histories are developing the inaugural exhibition for the space centred around the different facets of the site's institutional heritage.

The 12,600sqm Academic Hub has been designed as a cluster of interconnected buildings arranged around an external courtyard, with the protected North House carefully integrated into the overall scheme, OHLA Townlink Joint Venture is the main contractor for the construction with O'Donnell + Tuomey Architects leading the design team for the project.

Throughout 2025, efforts were focused mainly on finalising internal fit-out and testing, with the significant Building Control Amendment Regulations (BCAR) milestone achieved in November. Close collaboration with Dublin City Council (DCC) Conservation guided the restoration of the North House, ensuring the 19th century protected features were preserved and integrated into the wider project.

At the time of writing, staff and post-graduate students were working in the building as TU Dublin progressed final furniture fit-out and library transition arrangements in advance of plans to fully open this significant new building in Autumn 2026.





Design rendering of the Residential Care Neighbourhood. Image: McCullough Mulvin and TODD Architects

I Our Buildings

Projects in Planning

A considerable part of the Agency's 2025 activity focused on advancing several projects through pre-tender stages. Core projects included the next healthcare project for the HSE, the next third level education building for TU Dublin and plans for increased movement of people into and through the site through new access points on the site's perimeter.

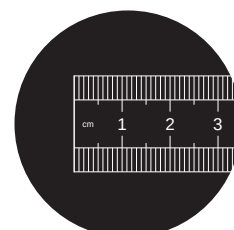
Residential Care Neighbourhood

The Residential Care Neighbourhood marks the culmination of a long-term strategic plan developed in close collaboration with the HSE to help address local healthcare needs. This key project advances the delivery of new accommodation at Grangegorman on behalf of the HSE and will be the third development on site for this stakeholder. The scheme will provide modern, residential facilities, including housing for St. Elizabeth's Court within the Grangegorman site. The resulting low-rise housing scheme will embrace the HSE's ambitious 'Teaghlach model' to change cultures of care away from task-oriented medical approaches to approaches which instead support people directing their own lives in residential settings that are their homes.

This residential building will balance collective household living, courtyard-oriented connections to nature and a new civic edge to the so-called "Green-Finger" which links the North Circular Road to the heart of the Grangegorman site. It will provide homes for c.100 residents as well as a number of complementary healthcare functions including a community nursing home, a mental health residential facility, a day-care centre, a pharmacy, administrative spaces, and private and semi-private gardens.

McCullough Mulvin Architects and TODD Architects jointly lead the Design Team for this project. The project was granted full planning permission from DCC in 2023.

The Agency continued to engage closely with the design team and the HSE over the course of 2025 to advance the project to construction stage. At the time of writing, work is ongoing with the HSE to finalise the suite of tender documents before issuing to tender for the selection of construction contractor.





Computer generated image of the TU Dublin West Quad. Image: Heneghan Peng Architects

I Our Buildings

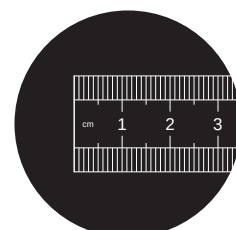
West Quad

The West Quad is planned to be the next major TU Dublin building developed in Grangegorman. It will be home to c.4,000 students from the TU Dublin College of Business (currently located at Aungier St. In Dublin 2), the School of Languages and Law, and provide generic flexible teaching space to other TU Dublin faculties. Heneghan Peng Architects lead the Design Team for this project and a 10-year planning permission is currently in place. The Agency has adopted a new approach to developing this project, using a property exchange procurement to seek a development partner to deliver the West Quad in exchange for the sale of the TU Dublin Aungier St. building.

This c.21,000sqm building is planned around an open-air quadrangle with a public thoroughfare. It includes a c.850-seat hall, which can be re-configured on a flexible basis to support a variety of uses. The overall development will create a variety of convivial spaces and places for the existing and future university and neighbourhood and will represent a generational asset for the Grangegorman site.

At the time of writing, the Agency along with TU Dublin, have made the decision to temporarily pause the West Quad project as current commercial property market conditions are assessed as sub-optimal.

The GDA model for developing TU Dublin projects centres around the disposal of the former DIT properties to fund these projects making market conditions a key driver to implementation. All parties remain fully committed and the Agency will continue to work closely with our project partners to reengage the project at the appropriate time.





View towards the Academic Hub from a future development plot, currently part of the campus public realm. Image: Agency

I Our Buildings

Future Building Projects

The Grangegorman Project has achieved several significant milestones over the past two decades and work continues towards full delivery of the Grangegorman Masterplan. While a few building projects are currently awaiting approval to proceed to their respective next stages, the Agency is actively prioritising the advancement of the next core strategic projects in Grangegorman.

A cornerstone of this next development phase is the delivery of dedicated university housing with the Agency currently preparing a business case for an initial first phase of c.600 bed spaces. This will be a substantial project and will require considerable stakeholder engagement from the outset.

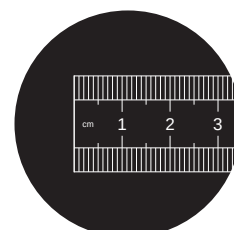
The Agency is also engaged in discussions with the HSE around the mixed-use area at Broadstone. It is anticipated that this will be an area of focus for development in the coming few years.

The Indoor Sports Centre is another key project that will deliver a core component of the student facilities planned on site for TU Dublin. Efforts are currently concentrated on Phase 1 (Dry Sports: sports halls, basketball courts), with ongoing strategic focus on securing the funding required to transition this key facility from design stage to active delivery.

Other building projects of note for future development phases include Research Hub 2 which will relocate research facilities currently based in Camden Row, Dublin 2, additional healthcare facilities for the HSE at North Circular Road and the restoration of the remaining undeveloped historic buildings in Grangegorman.

In a significant turning point for the Agency, initial discussions began in 2025 with the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS) to consider expanding the Agency's remit across other national projects.

At the time of writing, the Agency has commenced engagement with SOLAS on areas of support and advice as they lead the delivery of the Further Education and Training (FET) Colleges of the Future programme with various Education and Training Boards around the country. The evolution of the Agency's remit will be a key focus in 2026 and the expansion of its role will likely result in amendments to the original GDA Act 2005.





Mature trees and planting provide a serene environment for all campus users. Image: Agency

Sitewide

Context

In 2025, the Grangegorman site entered its second decade as a publicly accessible urban quarter, further consolidating its status as a vital social and economic anchor for the North-West Inner City. The 30-hectare site at Grangegorman currently supports a diverse population of c.10,000 university students and over 500 primary school pupils, while providing essential mental and primary healthcare services serving the wider area. There are approximately 1,000 staff across various education and healthcare roles who work on site.

While extensive parts of the site now serve as an important public amenity, the site remains characterised by transition. Many areas of the site are currently in a temporary stage of development and are designated for future development. These areas will return to operational construction status as future building projects move into the delivery phase. Proactive and timely stakeholder engagement continues to be an essential part of the Agency's management of these evolving spaces, ensuring these changes are coordinated and are transparent for all site users.

In 2025, the Agency sought to progress additional site infrastructure and enhanced linkages to the surrounding neighbourhood. An overview of these projects is outlined below.

Grangegorman Estate Management

On completion of site development, 50% of the site will remain public realm. Grangegorman estate management today is the responsibility of a steering group comprising representatives of TU Dublin, HSE, DCC and the Agency. TU Dublin Estates currently manage the day-to-day public campus, with all underground services managed by the Agency. Management of the estate includes developing

operational protocols and dealing with issues around: access to facilities, grounds maintenance, security, gates opening hours, anti-social behaviour, campus health and safety, site infrastructure, coordination of major site-wide events, managing car and bike parking, waste management, pest control, and campus signage. Many of the projects outlined below also require ongoing coordination with this steering committee.

Geothermal Energy

The Agency is an associate partner in the nationwide Project GEMINI (i.e. the Geothermal Energy Momentum on the Island of Ireland) geothermal initiative. This national project aims to explore geothermal potential in Ireland, including the design and implementation of an exploratory deep bore well at Grangegorman as one of four national case studies. The GDA is taking part in this project with TU Dublin with the aim of de-carbonising the heat source for the Grangegorman District Heating System, which is currently powered by gas boilers.

This follows the successful exploratory investigation carried out by Geological Survey Ireland (GSI) on site in 2021 which indicated positive potential for geothermal in Grangegorman recording a temperature of 38.5°C at a 1km depth. This new exploratory phase in Grangegorman will require investigations at 2km deep – the first deep geothermal drilling demonstration on the island of Ireland. If successful, GDA and TU Dublin will explore investment to use renewable geothermal energy as the resource for the district heating system.

It is expected that this project will take a number of years to realise with the Agency working closely with Codema (Dublin's Energy Agency), GSI and TU Dublin to progress the project.





The site of Prussia Street Gateway, currently under third-party development. Photo: Agency

Sitewide

Prussia Street Gateway

Delivering high-quality connections for the movement of people between the formerly closed Grangegorman site and its surrounding neighbourhood has been central to the Masterplan vision from the outset. Among the key access points identified early in the process, the Prussia Street Gateway, also known as the Western Gateway, was recognised as a critical route for the redevelopment of the Grangegorman site.

The delivery of the Prussia Street Gateway, once complete, will provide a vital shared access point for pedestrians and cyclists, connecting the historic Stoneybatter neighbourhood with Grangegorman and completing the west to east link via the Serpentine Walk to Broadstone. In 2025, Dublin City Council granted planning permission for the gateway, which comprises a 100 metre long route from Prussia Street to the campus. At the time of writing, the Agency is finalising requirements to advance the project to construction stage.

Public Realm

Grangegorman's public realm comprises hard and soft landscaping, mature and young trees and public amenities such as play spaces and sports fields. It is a core part of the overall development. It is being developed in phases and integrated into each building project. The site currently has a mix of temporary and permanent finishes across the public realm with many areas yet to be developed.

One of the projects currently being progressed is a new public plaza outside the Strategic Development Zone (SDZ) at the junction of Rathdown Road and Grangegorman Upper. This new public space follows the completion of the school for D7 Educate Together and will be developed by the Agency on behalf of DCC.

On completion, this new space will create a high-quality plaza with trees, pollinator-friendly planting and bike parking as well as safer access to/from the school. Temporary barriers are in place to facilitate the school until permanent works are carried out.

In 2025, the Agency submitted a fresh planning application for the works following extensive public consultation with local residents. At the time of writing, DCC has granted planning permission and the Agency is preparing to procure a contractor to undertake the works.

The Agency is also currently advancing plans to develop a natural play environment located along the Green Finger linking the school and the Primary Care Centre.

Designed as an inclusive, nature-based extension of the site's existing amenities, this project will add an enriching recreational space for the local community. The project will include comprehensive public realm upgrades to Ivy Avenue, one of the Masterplan's core east-west routes for the site. These upgrades encompass high-quality paving, sustainable planting, improved lighting and expanded bike parking.

The Agency sought, and was subsequently successfully granted, planning permission by DCC in 2025. On completion, the opening of the Ivy Avenue gate onto Rathdown Road will mark another important milestone for site permeability, further integrating the Grangegorman campus into the surrounding urban fabric.





A sky view, Central Quad courtyard, summer 2025. Photo: Conor Mulhern Photography



Environmental Impacts

Climate Change

The Climate Action and Low Carbon Development (Amendment) Act 2021 underpins the Public Sector Climate Action Mandate, requiring public bodies to reduce Scope 1 and 2 emissions by 51% relative to 2018 and to improve energy efficiency by 50% relative to 2009. The Agency has achieved these targets, largely due to the relocation from the historic Clock Tower building to the significantly more energy efficient Park House premises (See Appendix 1 Climate Action Compliance for graphs that illustrate the data provided below[1]):

- Fossil fuels emissions 2030 target for GDA is 13,019kgCO₂. In 2025, GDA office use generated 8,763 kgCO₂, which was 67% below the baseline of 26,570 kgCO₂.
- Total CO₂ emissions 2030 target for GDA is 18,660kgCO₂. In 2025, GDA office use generated 14,319 kgCO₂, which was 73% below the baseline of 53,023 kgCO₂.
- By 2025, the Agency had achieved a 96.1% improvement in energy efficiency relative to the 2009 baseline. If performance is maintained at this level for the next five years, the GDA will remain aligned with the efficiency target.

Throughout 2025, the GDA submitted its Climate Action Roadmap and met all SEAI Measure & Report obligations, maintaining full compliance with the Climate Action Mandate. Scope 3 includes all indirect emissions across the value

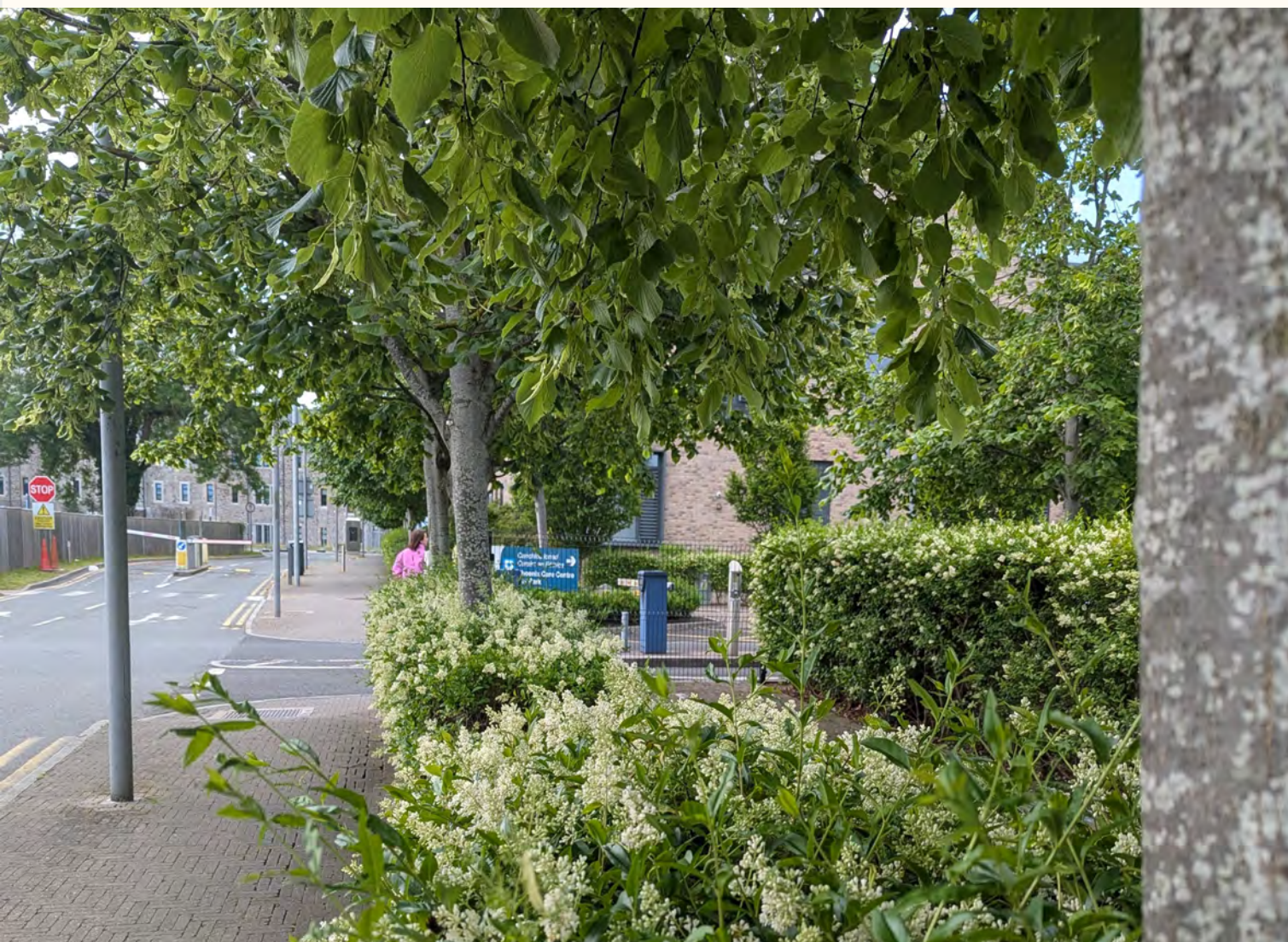
chain, such as construction and operation of assets, business travel, employee commuting, office waste, transport of goods and purchased services. For the GDA, construction of the Grangegorman Quarter is the most significant contributor to Scope 3 emissions when assessed over the whole life-cycle of buildings¹.

While these emissions are not directly controlled by the Agency, the GDA can influence them through prioritising low embodied carbon materials and technologies and requiring highly energy efficient building envelopes and systems. Mitigating whole life carbon begins at the earliest design stages, with clear targets and robust monitoring and reporting procedures embedded throughout the project lifecycle, in line with EU public procurement rules and the Capital Works Management Framework (CWMF).

As no new designs commenced in 2025, the GDA used this period to strengthen internal sustainability processes and build capacity for future projects. Building on our 2022 Irish Green Building Council (IGBC) commitment to integrate EU Level(s) indicators into procurement, we developed the *Project Sustainability Performance Framework*- a key tool to ensure that projects progress in a sustainable direction. Under this framework, sustainability targets established and structured reporting on performance is supported as the project develops.

¹ Whole Life Carbon means carbon emitted during extraction of raw materials and their transport to factories, manufacturing of building materials & components, transport to sites, construction process, use of the building (mainly heating, cooling, lighting and all 'plug-ins', future refurbishments, maintenance and replacements, and demolition of the building.





Phoenix Lane biodiversity, 2025. Photo: Agency



Environmental Impacts

The Sustainability Performance Framework aligns with the EU Level(s) macro objectives and covers:

- Lifecycle greenhouse gas (GHG) emissions
- Circularity and resource efficiency
- Water efficiency
- Health and comfort
- Climate adaptation and resilience
- Whole life cost and value optimisation
- Biodiversity impacts (added by the GDA as an additional area)

Please refer also to the Appendix E1 Climate Change

Nature and Resilience

Biodiversity

The construction industry can significantly affect biodiversity through land use change, habitat fragmentation, material extraction, pollution, waste generation and water use. These impacts occur both on site and across the wider value chain, particularly at extraction and manufacturing locations.

Procurement is an important mechanism for reducing these risks. Integrating sustainability criteria into sourcing decisions supports responsible extraction and the selection of materials with lower ecological impact. This includes assessing vulnerable or protected areas, identifying high risk materials or supply routes, and requiring certifications or specifications that address ecotoxicity, biodiversity pressures and water intensity.

In 2025, the GDA Sustainability Coordinator undertook training and attended specialist events to build expertise in this area and to identify ways in which the GDA can help influence improved environmental performance within supply chains. As with Scope 3 emissions, understanding ecosystem impacts in supply chains remains challenging due to limited transparency and data availability.

Practical work during 2025 focused on enhancing on site biodiversity at Grangegorman. Ecological consultants were engaged to review the soft landscape designs for the Residential Care Neighbourhood and playscape/Ivy Avenue projects and provided Ecological Enhancement Reports recommending improved soil preparation, enhanced planting choices and the integration of bioswales and SuDS. For the playscape/ Ivy Avenue project, lighting specifications were also reviewed to align with dark sky principles and minimise wildlife disturbance.

Please refer also to Appendix E4 Biodiversity and Ecosystems





Local kids explore nature on the campus. Image: Conor Mulhern



Environmental Impacts

Pollution

As an office based organisation, the GDA's direct pollution impact is minimal, however construction activities undertaken on behalf of our stakeholders can result in noise, dust, air emissions and potential hydrocarbon release to soil and water. The GDA is committed to clean construction practices and to delivering healthy, environmentally responsible buildings. Clear expectations are set through construction contracts for traffic management, waste and hazardous materials control, and measures to limit dust, noise and vibration. Contractors must monitor and report key pollution risks, and voluntary indicators such as spill incidents, dust exceedances and waste volumes support continuous improvement.

As part of ongoing procurement and governance improvements, the GDA is strengthening requirements for contractors' Environmental Management Plans to ensure consistent pollution prevention practices. Work is also progressing on indoor air quality, with best practice Volatile Organic Compounds standards under review for future building design and commissioning. Pollution risks also arise within the broader construction value chain, particularly during raw material extraction and manufacturing.

Please refer also to Appendix E2 Pollution

Water

Water impacts mainly arise from construction activity at Grangegorman and from water intensive processes used in material extraction and manufacturing. To address these risks, the GDA promotes design and procurement practices that reduce water use and improve resilience, including water efficient fixtures and nature based drainage solutions. In 2025, our planning and ecological consultants recommended the use of bioswales as part of SuDS for the Residential Care Neighbourhood and playscape/Ivy Avenue projects. These features help manage surface water, reduce sediment and pollutant loads, and enhance biodiversity. They are now reflected in the GDA standard briefing documentation and will assist in future projects. While large roof based water reuse systems may not always be feasible, the GDA prioritises effective landscape level approaches to support responsible water management across each site.

Please refer also to the Appendix E2 Pollution





A rendering design for the future playscape on site. Image: Brady Shipman Martin



Environmental Impacts

Circular Futures

The construction sector is one of the most resource intensive globally, which underscores the importance of integrating circularity into future GDA developments. In line with our commitment to the EU Level(s) framework, the GDA strengthened its internal processes in 2025 by embedding circularity indicators into the Project Sustainability Performance Framework. This tool, which is planned to be applied to all future capital projects, sets clear expectations for design teams on form factor efficiency, adaptability of space, waste prevention, increased recycled content, and the use of materials that enable reuse and adaptability. This work aims to ensure that forthcoming projects will embed circular economy principles from the outset.

Circularity is also addressed during construction. The GDA set out Resource and Waste Management Requirements through construction contract documentation, aligned with Environmental Protection Agency guidance, to help ensure that contractors plan for waste reduction, segregation, recovery and transparent reporting. These measures as they are implemented over time support more efficient use of materials and mitigate construction stage impacts.

In 2025, the playscape and Ivy Avenue project was designated as a circularity pilot, aiming to integrate selected existing materials from the Grangegorman site into the new play space. This pilot will help build practical learning on reuse potential and inform broader circularity measures across future developments.

Please also refer to the Appendix E5 Circularity.





Grangegorman in context with Dublin City. Image: Barrow Coakley Photography

IV

Special Projects

The Agency's Special Projects Team was formed in late September 2024, and is currently supporting its first project, the Build Digital Project, which was established in 2021 and is a priority action under the Government's Project Ireland 2040. The Build Digital Project plays a pivotal role in supporting the Digital Transformation of Ireland's Construction Sector.

Support for the Build Digital project includes day-to-day operations and providing strategic advice to the core TU Dublin Build Digital team. Responsibilities include overall programme oversight for Build Digital, programme management of Partner (Higher Education Institutions - HEI) deliverables, administrative, events and communications management and industry partner relationship support. GDA also maintains two seats on the Build Digital Executive Board.

Build Digital

Build Digital's mission is to unite all construction and built environment stakeholders to drive integrated, interoperable digital data adoption across the industry and in this way to innovatively improve efficiency, productivity, and international competitiveness on a sustainable basis in Ireland. Build Digital assists organisations in embedding Information Management processes aligned with ISO 19650 and the CWMF through guidance documentation, adoption roadmaps, implementation supports, Information Management Plans, worked examples, and more. The objective of this support is not simply to assist in compliance, but organisational readiness, by ensuring that information governance and digital workflows are integrated into business day-to-day operations

2025 Recap

2025 signified year two of Ireland's BIM mandate. This marked a progression in the mandate milestones to include Contractor and Supply Chain for projects over €100 million, and the threshold for the Design Team has decreased to include projects over €20 million. The Build Digital Exchange was promoted as a resource for the construction and built environment in Ireland.

The GDA Special Projects team took over the program management of five Higher Education Institute Partners, Atlantic Technological University (ATU), Munster Technological University (MTU), South East Technological University (SETU), Technological University Dublin (TU Dublin), and University College Dublin (UCD). Programme management has included relationship building, managing progress to plan the project deliverable, and report preparation to DPER.

Engagement with industry was also a focus for 2025. Workshops were held with members of the wider GDA team and other industry members to beta test upcoming Build Digital supports.





Promoting Build Digital's International Cost Management Standards Supports in Grangegorman, May 2025. Image: courtesy of Build Digital

IV

Special Projects

2025 Tools Published

Multiple supports, tools, and guidance were produced and published in 2025. These supports included the Enterprise Implementation Tool, Materials Passports Report, Gap Analysis Tool Inventory, and Industry Foundation Classes.

The Build Digital International Cost Management Standards (ICMS) Supports were published in May 2025, which were promoted through an in-person event in the same month. Build Digital also published nine Information Management / BIM Adoption Strategy Supports at the end of 2025. These include roadmaps, strategies, and plans tailored to public and private sector organisations for compliance with ISO 19650.

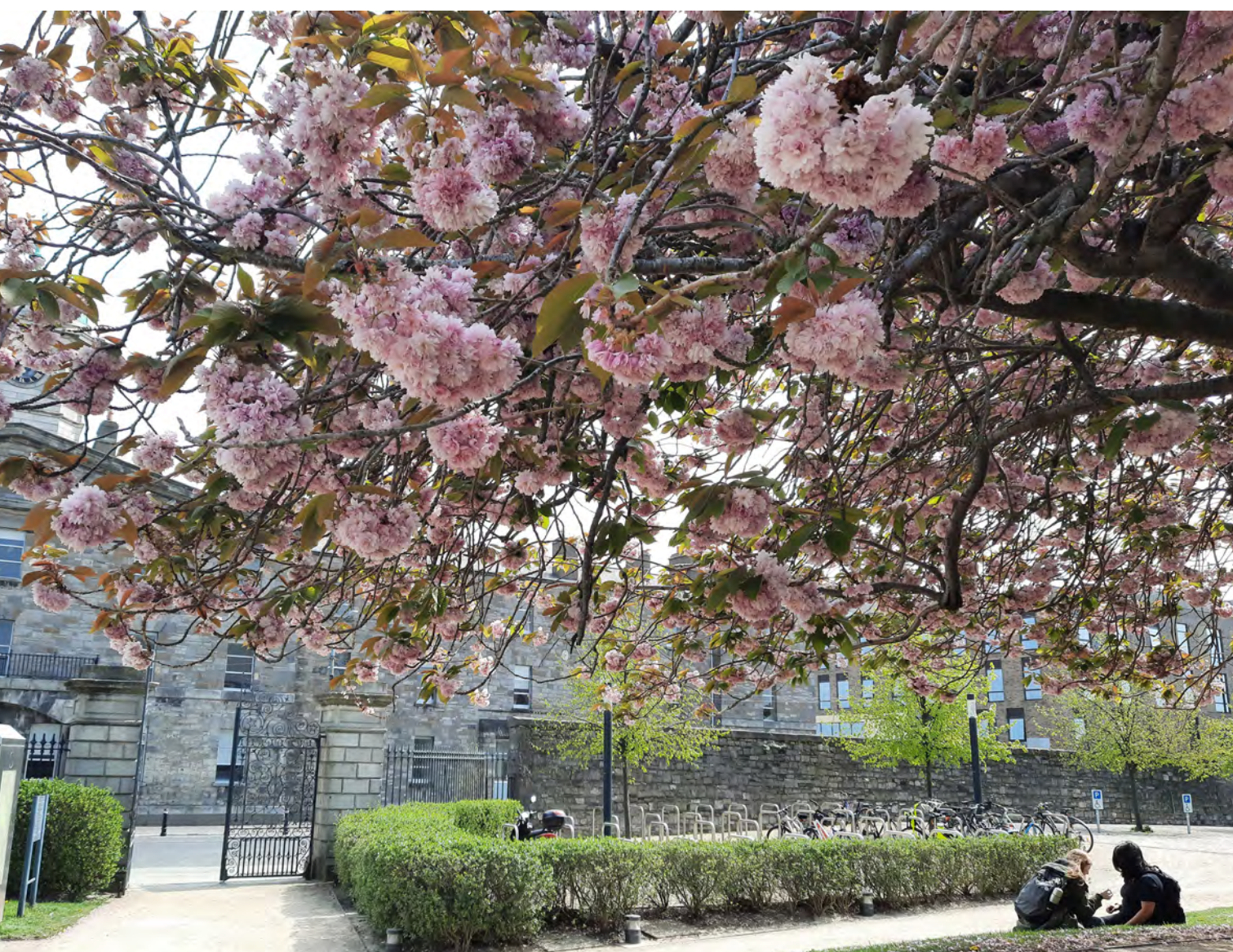
2025 Events

Build Digital hosted a webinar in January 2025 to announce the launch of a new Delivery Team Information Management tool. The Special Projects team managed the webinar delivery, promoted the event, and ensured the 268 attendees, hosts, and speakers experienced a smooth event. Build Digital Project Lead, Robert Moore, demonstrated how the new Build Digital Delivery Team Information Management (IM) Plan can be effectively implemented on projects. Denise Tuffy, Director of Specialist Consulting in the Construction Industry Federation, hosted the event and facilitated a Q&A session.

To promote the release of Build Digital's International Cost Management Standards Supports, in May 2025, the Special Project team organised an in-person event on TU Dublin's Grangegorman campus. Over 140 professionals from the Irish construction and built environment industries gathered to attend the event, which was hosted by Build Digital in partnership with the Society of Chartered Surveyors Ireland (SCSI). The event highlighted the role of ICMS in cost and carbon reporting, enabling the sustainable and efficient delivery of Ireland's built environment infrastructure across the asset lifecycle.

Build Digital partnered with Construction Cluster Ireland (CCI) to present their Annual Conference "Accelerating Infrastructure Delivery Through Digital Adoption" on 9th October 2025, in Galway. The importance of digital adoption in enhancing the delivery of infrastructure was the key focus at this year's Build Digital annual conference. Speakers from industry and academia within the construction and built environment sectors in Ireland presented their insights on digital workflows and processes and their role in powering infrastructure delivery in Ireland.



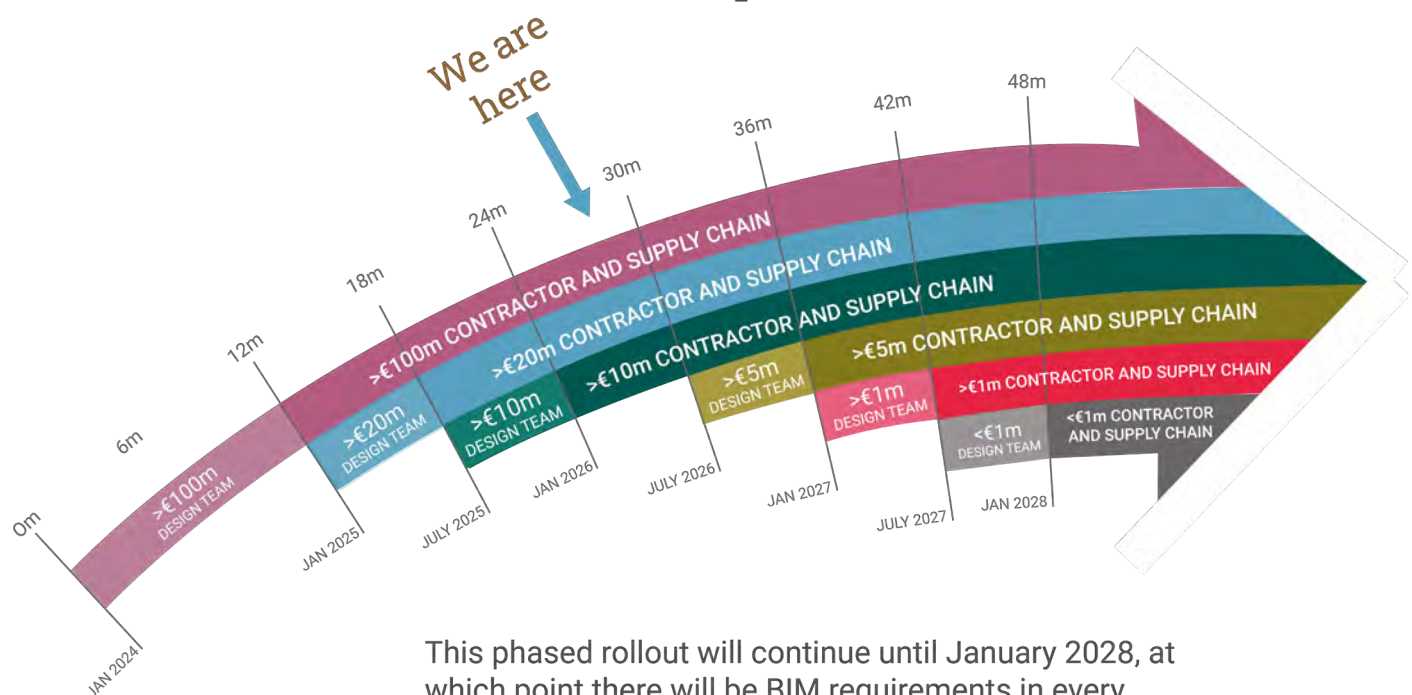


Grangegorman campus in spring. Image: Agency

IV

Special Projects

BIM Mandate Public Sector BIM Adoption Timeline



This phased rollout will continue until January 2028, at which point there will be BIM requirements in every public sector construction project.

BIM Mandate Public Sector BIM Adoption Timeline - [Stephen-Lynam_BIM-Requirements-in-the-Capital-Works-Management-Framework.pdf](#)- presented at CIF Digital Construction Summit 2025



People



Launch of the Build to Last Forum, September 2025. Image: Conor Mulhern Photography

V

Communities

The Agency's mission is focused on creating a vibrant community in Grangegorman. The Agency remains committed to its well-established community and stakeholder committees at both operational and Board levels to ensure a transparent and collaborative approach to the ongoing development of the Grangegorman site. In addition, working groups for both public art and history related to Grangegorman continue to cultivate opportunities to culturally enrich Grangegorman through a wide-ranging variety of initiatives, events, publications and artworks. A list of these committees and their membership can be found in the appendices.

Build to Last

A key milestone of the Agency's community work in 2025 was the establishment and launch of a new community forum- Build to Last - focused on the delivery of meaningful benefits for local communities.

The Build to Last Forum was officially launched by Lord Mayor Cllr Ray McAdam on 25 September 2025. The Forum replaces the Grangegorman Labour and Learning Forum ("GLLF") and will oversee the delivery and implementation of the Build to Last Strategy. This strategy intends to build on the work of the GLLF and map community engagement arising from the Grangegorman development to support sustainable, resilient communities beyond the lifetime of the Agency.

The Forum comprises representatives of community/ voluntary, statutory/public and business/enterprise bodies and organisations working in the Grangegorman area. Their overarching aim is to bring local knowledge, relationships and resources together to maximise positive impact for local communities.

Complementing the launch of the Build to Last Forum, in February 2025 the Agency published the latest in the series of socio-economic and geographic reports of the Grangegorman area. Joining Up the Dots 4 includes a wide range of important data of this ever-changing and evolving part of Dublin and its people. It will be an important tool in assisting the Forum to inform and focus ongoing community engagement activities.





An Cosán Community School host an art exhibition in the former Church of Ireland building with their Vibrant Community Fund award.
Image: An Cosan Community School

V

Communities

Vibrant Community Fund

In 2025, the Agency launched the Vibrant Community Fund, aimed at supporting local groups and organisations in the Grangegorman Neighbourhood to deliver initiatives that strengthen community connection and promote inclusion. It will be an annual fund and there are two streams; stream 1 awarding a maximum of two grants up to €2,500 to support large scale activities such as community festivals, and stream 2 awarding up to five grants of €1,000 for smaller projects and events.

The groups awarded in 2025 are listed as follows:

Stream 1

Phizzfest	Community arts festival
Stoneybatter Pride of Place	Summer festival

Stream 2

An Cosán Community School	Student Art Exhibition
Annamoe Parade Clean Up	Play in the Parade
Connecting Cabra	Resilient Cabra: Stories of People, Place, Nature and Water
St Brendan's GAA	Gaelic4Boys, Gaelic4Girls
St Brendan's Ladies	Gaelic 4 Mothers and Others

The Agency also coordinated and supported a wide variety of public events over 2025, the main highlights of which are summarised in this chapter.

Local Events

In addition to supporting the events through the Vibrant Community Fund and Grangegorman Histories mentioned below, the Agency actively encouraged cultural use of the former Church of Ireland building on site over 2025, leading to a number of high-profile exhibitions and community use of the space. This building is one of the remaining Protected Structures yet to be fully redeveloped on site and offers a unique location for this type of event. In 2025, events have included art exhibition from students in An Cosán Community School, TU Dublin graduate architectural exhibitions and several Grangegorman Histories events.

The Agency also continued its annual participation in Ireland's largest architecture festival in October – Open House Dublin – leading four booked out site walking tours on Saturday 11 October 2025 where attendees explored the Grangegorman Masterplan and the site's redevelopment to date.





Lianne O'Hara in conversation with Prof. Brendan Kelly for the launch of 'The Patients All Seemed Happy', a book of poems inspired by patients' stories from St Brendan's Hospital. Published April 2025. Image: Conor Mulhern Photography

V

Communities

Grangegorman Histories Highlights

Grangegorman Histories is a public history programme of research and shared discovery of the Grangegorman site and surrounding communities. The programme is jointly led by the Agency and the Royal Irish Academy (RIA) with the Grangegorman Histories Expert Working Group.

There were several important milestones for Grangegorman Histories over 2025, most notably, advancing detailed planning and curation of a significant historical exhibition in the Academic Hub, and coordinating the removal, care and final home for the remaining historical hospital artefacts still on site. The planned exhibition will focus on Grangegorman's varied institutional histories using a wide range of media and formats and is expected to launch alongside the official opening of the Academic Hub in 2026.

Following close engagement and agreement with the HSE, the remaining artefacts on site from the former hospital were taken to the UK to be carefully cleaned before being given a permanent home with the Royal College of Surgeons in Ireland.

Another significant 2025 milestone was the completion of three 'Grangegorman Histories' projects commissioned through a public call in 2023. These included Sylvia Cullen's 'Flighty Creatures' podcast series, Lianne O'Hara's poetry collection, 'The Patients' All Seemed Happy', and Brian Cregan's photographic study, 'As the Lights Went Out: Grangegorman in Transition'. Reflecting their historical significance, the collection of photographs was also archived in the Digital Repository of Ireland under a Creative Commons license, ensuring permanent public access.

Other notable highlights over the year included participation in a range of local and national events such as Dublin Festival of History, Heritage Week, Stoneybatter Summer Festival and Culture Night, publication of a number of new research pieces and key features on Grangegorman Histories' work shown on RTE's Nationwide and DCC's 'History on your Doorstep' series.

Monthly historical tours also engaged over 400 attendees throughout the year reflecting strong public interest in the site's heritage.





Grangegorman Histories take GDA staff on a historical walking tour of the Grangegorman site. Image: Agency

VI

Own Workforce

Employee Engagement and Wellbeing

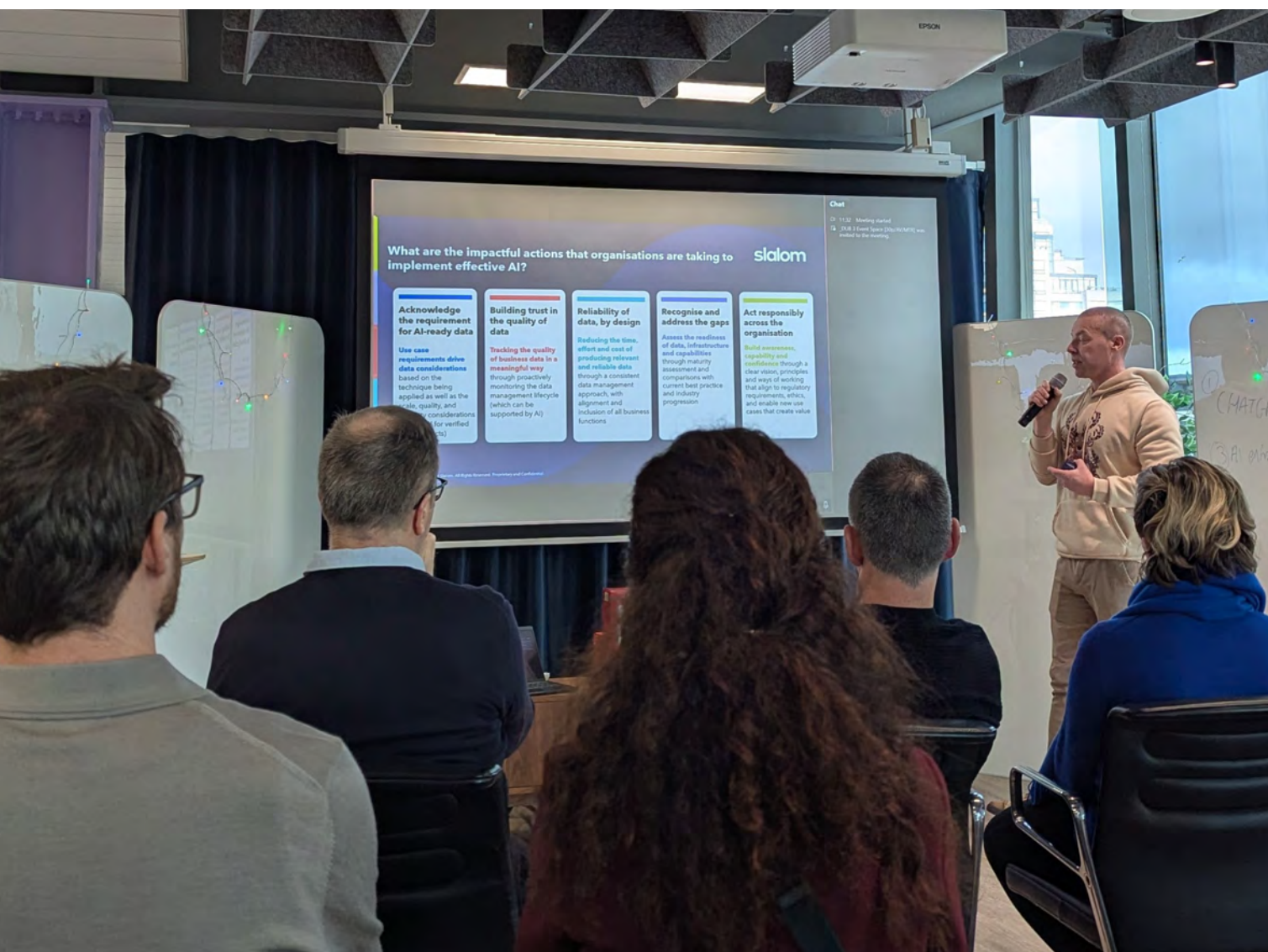
The GDA seeks to foster a workplace where employees can develop, connect and thrive, supported by a strong organisational culture, continuous learning and inclusive wellbeing practices. The Agency is committed to attracting and retaining a diverse workforce, providing opportunities for upskilling, and ensuring employees have the resources required to perform effectively. All HR practices operate in compliance with national and EU employment legislation and public sector guidelines and are underpinned by principles of equality, diversity and sustainability.

During 2025, the GDA continued to strengthen its focus on employee wellbeing and professional development, supporting the delivery of its mission to build a vibrant and inclusive community at Grangeegorman. Wellbeing initiatives included access to the Spectrum Life programme, free flu vaccinations and health screenings, and a programme of monthly wellbeing webinars covering topics such as financial wellbeing, work-life balance and effective communication. Participation in workplace health initiatives remained stable, with a modest increase in uptake of health screenings and flu vaccinations, reflecting continued engagement with preventative wellbeing supports and reinforcing the value of accessible workplace health services.

Blended working remains a key feature of the Agency, with 97% of staff availing of remote working at least once per week. This approach continues to support work life balance while sustaining effective collaboration, productivity, and staff engagement through the use of digital tools and communication platforms.

Under the Blended Working Policy, the GDA ensures that all employees working from home have a safe and ergonomically compliant workstation. In 2025, home ergonomic assessments were completed for new remote workers, with any required equipment provided and recorded to support employee wellbeing, health and safety compliance, and injury prevention.





GDA staff attend a talk on AI governance and compliance. Image: Agency

VI

Own Workforce

Learning and Development

The GDA continued to invest in staff learning and development throughout 2025 to build organisational capability and support effective delivery of its remit. Staff participated in a wide range of learning activities across key areas including procurement, sustainability, communications, governance, digital systems and wellbeing. These included professional qualifications, targeted short courses, conferences and regular internal information sessions.

Learning and development activities supported consistent approaches to governance and compliance, strengthened internal expertise, and enhanced project delivery and organisational effectiveness. Particular focus was placed on sustainability and climate action, ensuring that the Agency remains informed on emerging policy, regulatory developments and best practice within the built environment sector. Monthly information sessions also supported staff wellbeing and engagement, covering topics such as financial wellbeing, mental health, communication and work life balance.

Overall, learning and development continues to play a central role in supporting staff capability, organisational resilience and effective public service delivery.

The active participation by GDA staff in national working groups, policy consultations and sectoral events strengthens the Agency's influence, visibility and leadership across Ireland's sustainability and built-environment landscape. We continue to work to contribute to discussions on embodied ecological impacts, public procurement, biodiversity, ESG materiality, and evolving EU frameworks, and emerging policies.

Diversity, Equity & Inclusion

The GDA is committed to attracting, developing and retaining diverse talent. At the end of 2025, the GDA's workforce continued to reflect a broadly balanced gender profile, with 57% female and 43% male representation. Gender distribution across role levels similarly reflected a balanced profile, with 56% female and 44% male representation at management level. Female-to-male ratio at Board level in 2025: 46% : 54%.

The workforce is predominantly mid-career, with the majority aged 30–59 and the largest cohort in the 40–49 age bracket. Smaller cohorts at the early career and pre retirement stages highlight limited representation at both ends of the age spectrum.

Tenure data indicates a balanced mix of experience, with a spread of recent joiners in 2025, mid tenure staff, and a smaller number of long serving employees. The largest cohort has between six and ten years' service, supporting both continuity and organisational capability.

Looking ahead, the GDA aims to strengthen its Equality, Diversity and Inclusion (EDI) approach through the development of an EDI policy and supporting initiatives, building on mandatory Irish Human Rights and Equality Commission (IHREC) equality training currently delivered as part of onboarding.





Local residents enjoy 'Play in the Parade', a community concert and get together supported by the GDA Vibrant Community Fund 2025.
Image: Annamoe Parade

VI

Own Workforce

Gender Pay Gap

As of 31 December 2025, the Agency does not fall within statutory gender pay gap reporting requirements. However, to better understand the gender pay gap and establish an overview of the current situation, the Agency is reporting on the Gender Pay Gap as of 31 December 2025. The Gender Pay Gap is the difference in the average hourly wage of males and females across the Organisation. The Agency is reporting a mean gender pay gap of 26.8% (2024: 24.4%) meaning that on average, males earn 26.8% more than females, based on all organisational levels.

The gender pay gap within the Agency is primarily influenced by organisational demographics and length of service rather than differences in pay for equal work. A higher proportion of recent recruits are female and in line with approved pay scales, these employees are appointed at entry level salary points.

In contrast, a greater proportion of employees with longer service, who are positioned at higher points on incremental pay scales, are male. As incremental progression is linked to tenure; this results in higher average hourly earnings for male employees at present.

The Agency applies structured, transparent and gender-neutral pay scales, and equal pay is provided for work of equal value. The current gender pay gap reflects a cohort effect arising from recent recruitment and service patterns and is expected to reduce over time as employees progress through incremental pay scales.

Understanding the gender pay gap is a critical step towards achieving gender balance. It gives the GDA the data that it needs to inform its approach to recruitment, retention and initiatives to measurably improve diversity and inclusion.

Please refer to Appendix S1 Own Workforce.

Employee Turnover and Attrition

Employee turnover increased to 26% in 2025 (2024: 6%). Exit feedback indicates that the primary driver of attrition was limited career progression opportunities, with no departing employees having progressed to higher graded roles during their tenure. The Agency's relatively small size and flat hierarchical structure result in limited career progression opportunities compared to other State bodies of larger size. Pay and benefits were generally not identified as contributing factors, while working conditions, flexibility and work life balance were consistently viewed as positive. The increase in turnover highlights the need to strengthen progression pathways and manage risks associated with the loss of organisational knowledge and continuity.





GDA processes in action for site visit to active construction site, summer 2025. Image: Agency

VI

Own Workforce

Human and Labour Rights

Respect for human and labour rights is an important element of the GDA's people agenda and governance framework.

During the reporting period, the Agency continued to rely on its established governance and people management arrangements, including policies and procedures relating to dignity at work, grievance and disciplinary matters, protected disclosures, recruitment, health and safety, and employee wellbeing.

The Agency also recognises the importance of equality and human rights considerations in the delivery of its statutory functions, stakeholder engagement, and wider campus development objectives.

No material human or labour rights incidents were reported during the reporting period.

As part of the ongoing development of its governance and sustainability arrangements, the Agency will continue to review opportunities to further strengthen reporting, awareness, and alignment with the Public Sector Equality and Human Rights Duty under Section 42 of the Irish Human Rights and Equality Commission Act 2014.



Principles and Processes: Governance



A view from inside 'THE GOLDEN BANDSTAND' art sculpture in Grangegorman. Image: Conor Mulhern Photography

VII

Business Conduct

The GDA is an aegis body of the Department for Further and Higher Education, Research, Innovation and Science. The GDA has an Oversight Agreement in place with the Department to ensure its strategic objectives are aligned with those of its parent Department, and a Performance Delivery Agreement to monitor the Agency's performance, and progress.

Code of Business Conduct for the Members of the Agency

There is a code of conduct in place for the Members of the Agency (Board members), excerpts from each of the eight principles are included below.

Conflict of Interest

Members are statutorily obliged to comply with the provisions of Sections 28 and 29 of the Grangegorman Development Agency Act 2005 concerning disclosure of pecuniary or other beneficial interests in, or material to, any matter which falls to be considered by the Agency.

Support and Loyalty

Members shall not undermine through action or omission the goals and objectives of the Agency. Members shall support all actions taken by the Agency, even when they may be in a minority position with respect to such action. Members may identify that a decision or action was not their preference but shall do so in a manner that supports the collegiate decision and does not undermine that decision.

Fairness and Work Environment

Members place the highest priority on the creation of an appropriate work environment.

Confidential Information

Members are statutorily obliged to comply with the provisions of Section 30 of the Grangegorman Development Agency Act 2005 concerning confidential information.

Handling and Disposal of Confidential Information

Members in receipt of 'confidential' information shall, only use it in accordance with the proper performance of their duties; Not divulge or use the information improperly; Keep the information secure and not make copies of it; Dispose of the information in a proper and appropriate way so that the confidentiality of the material is maintained.

Discussions at the Board and at Board Committees

In addition to the requirements outlined above in respect of confidential information, Members shall not repeat in a public setting or communicate to the media any discussions of the Board or its Committees concerning the Agency's business and practices, or any discussions of a personal nature concerning their peers or the Agency's executive. Members in the course of their duties acquire information that has yet to be made public and is still confidential.

Integrity

Board members shall avoid the giving or receiving of corporate gifts, hospitality, preferential treatment or benefits which might affect or appear to affect the making of independent judgment on the business of the Agency.

Retirement/ Resignation

Board members upon retirement/resignation have a responsibility to ensure the five principles of the Code of Business Conduct are not compromised and will be required by the Agency on cessation of their position to sign a declaration agreeing to this. Former Members will treat commercial information received while acting in that capacity as confidential.





An Chroí, the heart of the Grangegorman campus. Image: Agency

VII

Business Conduct

Code of Conduct for Staff Members

GDA has developed a Staff Handbook that includes the Code of Conduct for Staff Members. The code is ruled by five principles:

- 1. Conflict of Interest, with provisions of Section 28 and 30 of the GDA Act 2005
- 2. Support and Loyalty, requiring staff to support all actions taken by the Agency
- 3. Fairness and Work Environment, ensuring equality, fairness, health and safety at work, and environment free of harassment.
- 4. Confidential Information, with provisions of Section 31 of the GDA Act 2005
- 5. Integrity, that includes obligation of avoiding the giving or receiving of corporate gifts. It also confirms that sections are governed by the ethical considerations in the Code of Practice for the Governance of State Bodies.

Prompt Payments

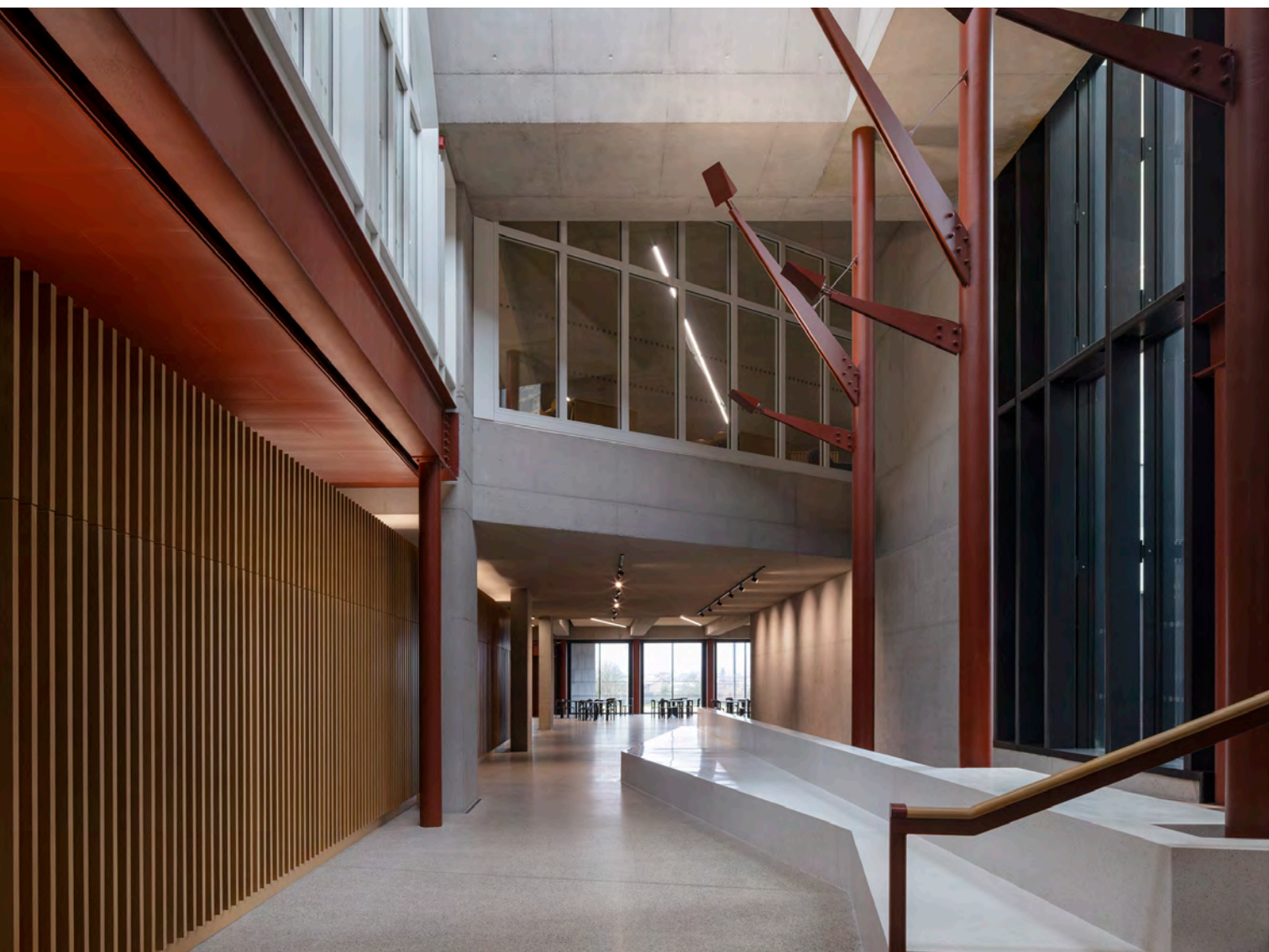
The Grangegorman Development Agency is committed to paying our suppliers promptly. In June 2009, the government introduced a non-statutory requirement to reduce the payment period by central government departments to their suppliers from the statutory 30 to 15 days. Consistent with proper financial procedures, every effort is being made to ensure that all suppliers are paid within this timeframe.

Below is a summary for the years 2025 and 2024. The Agency paid the majority of its suppliers within 15 days (2025: 82%; 2024: 80%). In fact, improving the prompt payment performance year on year, maintaining best practice payment practices and disclosing annually.

From January 2024 the Agency publishes prompt payment quarterly reports on the ggda.ie website.

Prompt Payment Report	<----- Year 2025 ----->			<----- Year 2024 ----->		
	No.	€'000	% of Total No Pmts	No.	€	% of Total No Pmts
# of pmts made < 15 days	714	8,124	82%	773	29,701	80%
# of pmts made > 15 days and 30 days	152	689	18%	193	2,918	20%
# of pmts made > 30 days	0	0		0	0	
Total Payments in Year	866	8,812	100%	966	32,619	100%





Academic Hub ground floor includes a public cafe and exhibition space. Image: Aisling McCoy

VIII

Standards & Compliance

The Agency is committed to maintaining high standards of governance, integrity, transparency and accountability in the discharge of its statutory functions. During 2025, the Agency continued to operate within the framework of relevant legislation, the Code of Practice for the Governance of State Bodies, internal policies and applicable public sector requirements. This included oversight of ethics, compliance reporting, information rights and organisational conduct.

Code of Practice

The Agency continued to apply the principles of the Code of Practice for the Governance of State Bodies. The code provides the governance framework within which the Agency operates and supports the effective discharge of its statutory functions in the public interest. It is designed to ensure that State bodies, whether commercial or non-commercial, maintain high standards of corporate governance, accountability and stewardship of public resources.

The Code provides guidance in relation to oversight, decision-making, reporting obligations, Board responsibilities and the appointment of Board members. It is underpinned by the principles of good governance, accountability, transparency, probity and a focus on the long-term sustainable success of the organisation.

During 2025, the Agency continued to give effect to these principles through ongoing focus on Board effectiveness, committee oversight, internal controls, risk management,

compliance assurance, reserved matters and regular reporting to the Board and relevant stakeholders. The Agency also continued to manage risk in line with its approved Risk Appetite and to pursue value for money in the use of public resources.

Governance Agreement

The Agency continued to operate in accordance with its Governance Agreement with the Department of Further and Higher Education, Research, Innovation and Science. The Agreement sets out the governance and accountability framework applying to the Agency, including reporting arrangements, strategic oversight, financial management and matters requiring Departmental engagement or approval.

Disclosures and Statutory Reporting

The Agency fulfilled a range of statutory and regulatory reporting obligations during 2025. These included governance, compliance and accountability returns required under public sector frameworks, together with reporting to relevant oversight bodies and stakeholders.

Freedom of Information (FOI)

The GDA came under the Freedom of Information Act in 2015. For the year 2025, the Agency processed eight requests under this Act.





Grangegorman Histories launches podcast series 'Flighty Creatures', February 2025. Image: Conor Mulhern

VIII

Standards & Compliance

Oireachtas Queries

As per the Code of Practice for the Governance of State Bodies 2016, the Agency has put in place protocols for the provision of information to members of the Oireachtas. The Agency will report annually on compliance with these protocols and all requests for information and their responses (where appropriate) will be published on our website. Twelve requests for information were received from Oireachtas members during 2025.

Protected Disclosures Act 2014

As a public body, the Grangegorman Development Agency is required under section 22 of the Protected Disclosures Act 2014 to publish an annual report in relation to the number of protected disclosures made to it in the preceding year, and the action taken in response to any such protected disclosures. No protected disclosures were made to the Agency in the period 1 January 2025 – 31 December 2025.

The General Data Protection Regulation

Data Protection Law in the EEA is governed primarily by the General Data Protection Regulation (EU/2016/679) (the “GDPR”). The Agency is responsible for compliance with the GDPR for all data subsets. The core personal data processing activities carried out by the Agency are subject to the GDPR.

2018 Code of Conduct for Persons Carrying on Lobbying Activities

As of 1 January 2019, the Code of Conduct for Persons Carrying on Lobbying Activities applies to the Agency.





The GDA Vibrant Community Fund supports communities to create inclusive activities and shared experiences within the Grangeegorman Neighbourhood. Connecting Cabra explored community nature projects around Cabra, 2025. Image: Connecting Cabra

VIII

Standards & Compliance

Irish Human Rights and Equality Act 2014

The Agency recognises its obligations under Section 42 of the Irish Human Rights and Equality Commission Act 2014 (the Public Sector Equality and Human Rights Duty). During the reporting period, the Agency reviewed how equality and human rights considerations are reflected across its functions, including governance arrangements, employment practices, stakeholder engagement, communications and delivery of its statutory remit.

The review comprises compliance with the publication requirements of Section 42(2) of IHREC guidance against the information currently published on GDA's website and corporate documents. This review confirmed that, while GDA's policies, programmes and reporting contain substantial material relevant to social value, community engagement, sustainability and good governance, a discrete and explicitly framed Section 42 human rights and equality assessment and action statement had not previously been published as a standalone item. To address this gap, GDA has committed; to develop and publish a standalone Public

Sector Equality and Human Rights Duty (Section 42) Statement, setting out an assessment of the human rights and equality issues relevant to GDA; to include Section 42 progress update in the Annual Report on an ongoing basis and; to create a clearly signposted Section 42 page on the GDA website, linking the Duty Statement and Annual Report updates to ensure transparency and public accessibility.

This Annual Report records progress in that regard and forms part of the Agency's ongoing commitment to transparency, accountability and continuous improvement.

Official Languages Act 2003

The Official Languages Act 2003 (Public Bodies) Regulations 2019 (S.I. No. 230 of 2020) brings the GDA under the scope of the Act with effect from 25 June 2020.



Financial Statements



The former Church of Ireland building, currently used for temporary student and community exhibitions. Image: Conor Mulhern Photography

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Board Members and Other Information

Board Members

Mr John McCarthy	Chairperson	(appointed 29 May 2026)
Mr Paul O'Toole	Chairperson	(appointed 14 January 2020, re-appointed 13 January 2023 & term concluded 13 January 2026)
Mr Gerrard Casey	Chief Executive Officer	(appointed 13 July 2016)
Mr David Conway		(appointed 14 January 2020, re-appointed 14 January 2023 and term concluded 16 January 2026)
Ms Martina Fitzgerald		(appointed 22 August 2024)
Mr James Gough		(appointed 9 September 2023, deceased 14 March 2026)
Ms Orna Hanly		(appointed 1 February 2024)
Ms Julie Herlihy		(appointed 22 August 2023)
Dr Paul Horan		(re-appointed 30 May 2024)
Cllr Ray McAdam		(appointed 16 August 2024)
Mr Ciaran McCaffrey		(re-appointed 9 September 2024 and resigned 31 December 2025)
Ms Mellany McLoone		(re-appointed 9 September 2024)
Mr Luke McManus		(re-appointed 9 September 2024)
Mr Andrew Muckian		(appointed 1 June 2026)
Prof Terri Scott		(re-appointed 9 September 2024)
Ms Deirdre Scully		(re-appointed 16 August 2024)
Mr Peter Smyth		(appointed 29 October 2024)
Mr John Vaudin		(appointed 1 June 2026)

Board Members and Other Information

REGISTERED OFFICE: 4th Floor, Park House Grangegorman
191 North Circular Road
Dublin 7
D07 EWV4

AUDITORS Comptroller and Auditor General
3A Mayor Street Upper
Dublin 1
Dublin 01 PF72

BANKERS: Bank of Ireland
College Green
Dublin 2
D02 VR66

AIB plc
1 Lower Baggot Street
Dublin 2
D02 X342

National Treasury Management Agency
Treasury Dock
North Wall Quay
Dublin D01 A9T8

SOLICITORS: McCann Fitzgerald
Riverside One
Sir Johns Rogerson's Quay
Dublin D02 X576



Governance Statement

Governance Statement and Grangegorman Development Agency Members' Report Governance

The Grangegorman Development Agency (GDA) was established under the GDA Act 2005 for the purpose of developing the Grangegorman site for the benefit of TU Dublin, HSE and the local community. The Board is accountable to the Minister for Further and Higher Education, Research, Innovation and Science and the matters reserved for Board decisions as per its enabling legislation are listed below. Operational management and day to day control is the responsibility of the CEO (Accounting officer under the Act) and the executive team. The CEO acts as a direct liaison between the Board and management of the GDA.

The GDA operates under a Corporate Governance framework that reflects best practice and is aligned with the strategic and operational needs of our stakeholders and the Grangegorman Development Agency Act 2005. The Agency is subject to the Code of Practice for the Governance of State Bodies.

The Agency consists of 15 members appointed by the Minister for Further and Higher Education, Research, Innovation and Science, one of whom is appointed as Chairperson.

Agency Responsibilities

The work and responsibilities of the Agency are set out in the Grangegorman Development Agency Act 2005.

The aim of the Act is to facilitate the development of the 73-acre Grangegorman site in Dublin as a modern campus for TU Dublin, to provide the HSE with upgraded primary health and social care facilities and to provide community access /facilities.

The GDA's overall function is to project manage the development in an integrated and sustainable manner. In broad terms, the functions of the Agency are to:

- Accept the Grangegorman site and TU Dublin properties;
- Prepare a strategic plan;
- Decide appropriate procurement strategy;
- Consult with relevant organisations, representative groups and the local community;
- Carry out construction;
- Return properties to HSE/ TU Dublin and any other educational body.

Section 33(4) of the Grangegorman Development Agency Act 2005 requires the accounts of the Agency for each financial year to be kept in such a form and manner as may be specified by the Minister and be prepared by the CEO and approved by the Agency as soon as

Governance Statement

practicable after the end of the financial year to which they relate for submission to the Comptroller and Auditor General for audit.

In preparing the financial statements the Agency is required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards, including Financial Reporting Standard No. 102, (FRS 102), have been followed subject to any material departures disclosed and explained in the financial statements;
- Disclose and explain any material departures from applicable accounting standards;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Agency will continue in business.

The Board confirms it has complied with the above requirements in preparing the financial statements. The Board is also responsible for safeguarding the assets of the Agency and for taking reasonable steps to prevent and detect fraud and other irregularities.

The Agency is responsible for keeping adequate accounting records which disclose, with reasonable accuracy at any time, its financial position and enables it to ensure that the financial statements comply with Sections 33 - 36 of the GDA Act 2005.

Matters reserved for the Board

- Approval of the long-term objectives and strategies of the GDA;
- Establishment, terms of reference, membership, procedures and dissolution of Board committees;
- Establishment and dissolution of the Consultative Group (Section 22 GDA Act 2005);
- Approval of the annual report and accounts of the GDA;
- Confirm annually to the Minister that the State Body has a system of internal financial control in place;
- Adoption of Strategic Plan (Section 12(4) GDA Act 2005);
- Implementation of adopted strategy through annual planning and budgeting cycle;
- Approval of the annual plan and budget, and formal evaluation of performance by reference to the plan and budget on an annual basis for inclusion in the annual report where appropriate;



Governance Statement

- Borrowing by the GDA (Section 15 GDA Act 2005);
- Determination of contract award procedures for GDA Service, Supply and Works Contracts, in line with procurement procedures;
- Review of the GDA's overall corporate governance arrangements and terms of reference of sub committees;
- Approve the risk management framework, risk appetite and monitor its effectiveness. The Board should review the main Agency Risks and note or approve management's actions, as appropriate;
- Approval of the appointment of, and succession planning for, the CEO;
- Determining strategic policy with respect to the prosecution, defence or settlement of litigation;
- Acquisition and disposal of land, interest in land or any other property subject to the consent of the Minister for Further and Higher Education, Research, Innovation and Science (Section 8(2) GDA Act 2005);
- Acquisition, disposal and retirement of assets with an anticipated value at or above a threshold level of €150,000;
- Preparation of superannuation scheme for submission to the Minister for Further and Higher Education, Research, Innovation and Science and approval of significant amendments to the scheme (which may require Ministerial approval);
- Responsibility for delegating authority levels, treasury and risk management policies;
- Ensuring compliance with statutory and administrative requirements in relation to the approval of the number, grading, and conditions of appointment of all staff, in line with Department of Public Expenditure, NDP Delivery and Reform circulars and sanctions;
- Acquiring shares in limited liability companies to exploit any research, consultancy or development work undertaken by the Agency (Section 9(1) (b) GDA Act 2005);
- Vesting of lands and premises to be occupied by the HSE, the TU Dublin or other educational body, at the completion of the construction phase, into the ownership of the respective authority, institute or other body (Section 9(1) (l) GDA Act 2005);
- Review of its own operation and seek to identify ways of improving its effectiveness and identify if there are gaps in competencies and ways these could be addressed;
- In addition to regular meetings of the Agency members, the CEO holds regular formal meetings with the stakeholders including the relevant Department, TU Dublin and the HSE.

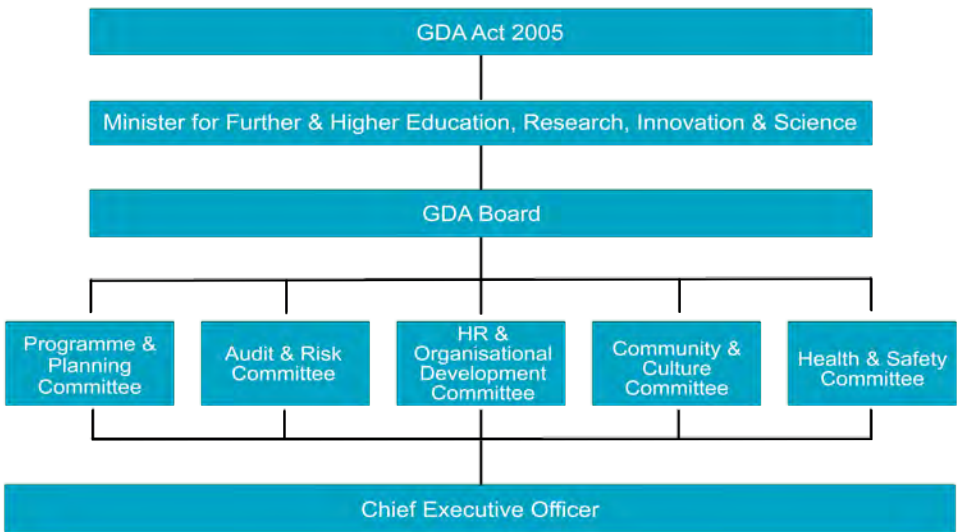
Governance Statement

Agency Governance Cycle



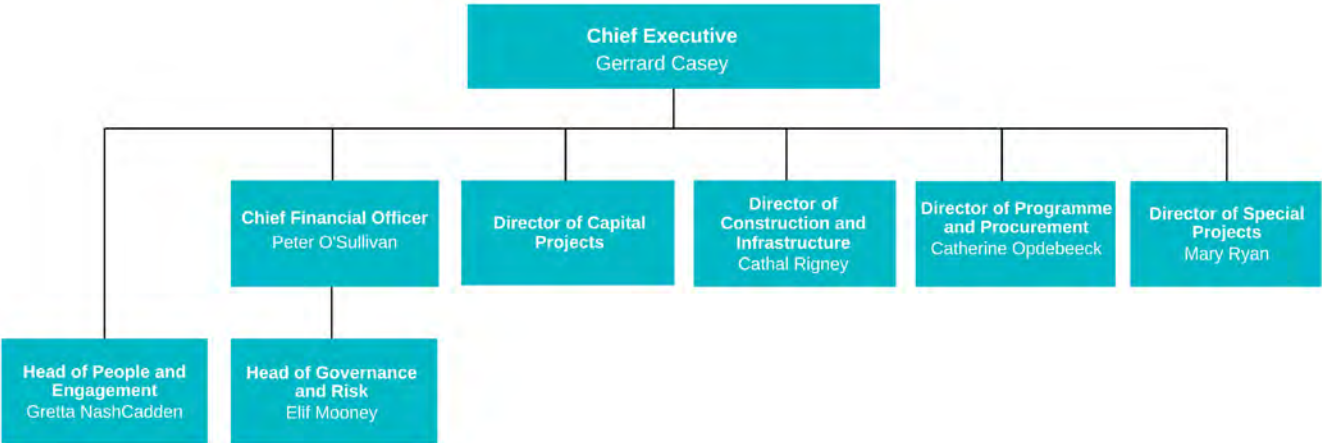
Agency Structure

Organisational Structure of the GDA



Governance Statement

Senior Management Team



Governance Statement

Agency Structure

The Agency consists of a Chairperson and 14 ordinary members, all of whom were appointed by the Minister for Further and Higher Education, Research, Innovation & Science. The Members of the Agency are appointed for a period not exceeding three years and meet on a regular basis. The table below lists the Agency members serving during 2025, and the respective appointment and resignations dates.

Agency Member	Nominated By	Date Appointed
Mr John McCarthy	Minister for FHERIS	Appointed 29 th May 2026
Mr Paul O'Toole (Chairperson)	Minister for FHERIS	Re-appointed 13 January 2023 & term concluded 13 January 2026.
Mr Gerrard Casey (CEO)	Minister for FHERIS	13 July 2016
Mr David Conway	Minister for FHERIS	Re-appointed 14 January 2023 & term concluded 16 January 2026
Mr James Gough	Minister for FHERIS	Appointed 9 September 2023 & deceased 14 March 2026.
Ms Martina Fitzgerald	Minister for FHERIS	Appointed 22 August 2024
Ms Orna Hanly	President TU Dublin	Appointed 1 February 2024
Ms Julie Herlihy	Minister for FHERIS	Appointed 22 August 2023
Dr Paul Horan	President TU Dublin	Re-appointed 30 May 2024
Cllr Ray McAdam	CE DCC	Appointed 16 th August 2024
Mr Ciaran McCaffrey	Minister for FHERIS	Re-appointed 9 September 2024 & resigned 31 December 2025
Ms Mellany McLoone	Minister for Health	Re-appointed 9 September 2024
Mr Luke McManus	Community	Re-appointed 9 September 2024
Mr Andrew Muckian	Minister for FHERIS	Appointed 1 June 2026
Prof Terri Scott	Minister for FHERIS	Re-appointed 9 September 2024
Ms Deirdre Scully	CE DCC	Re-appointed 16 August 2024
Mr Peter Smyth	Minister for Health	Appointed 29 October 2024
Mr John Vaudin	Minister for FHERIS	Appointed 1 June 2026

The Agency has established five committees, as follows:



Governance Statement

1. Audit and Risk Committee: comprises a minimum of four Agency Members. The role of the Audit and Risk Committee (ARC) is to support the Agency in relation to its responsibilities for issues of risk, control and governance and associated assurance. The ARC is independent from the financial management of the organisation. In particular the ARC ensures that the internal control systems, including audit activities, are monitored actively and independently. The ARC reports to the Agency after each meeting, and formally in writing annually.

The Members of the ARC in 2025 are:

Julie Herlihy (Chairperson), David Conway (whose term concluded 16 January 2026), James Gough (deceased 14 March 2026), Orna Hanly, Prof Terri Scott.

The ARC held 5 meetings in 2025.

2. Health & Safety Committee: comprises a minimum of three Agency Members. The role of the Health & Safety Committee (HSC) is to monitor and review existing health and safety procedures and provide strategic direction and leadership to ensure the safe delivery of the Grangegorman project. The HSC sets out to assist in achieving the GDA vision “Our aim is to adopt a collaborative Health & Safety approach across boundaries”. Recommendations from the committee are submitted to the Board.

The Members of the HSC in 2025 are:

Dr Paul Horan (Chairperson), Cllr Ray McAdam, Mellany McLoone and Luke McManus.

There were 3 meetings of the HSC in 2025.

3. Programme & Planning (formerly the Strategy & Planning Committee): comprises a minimum of five Agency Members. The role of the Programme & Planning Committee (PPC) is to monitor and review the delivery of the Strategy & Property Disposal Plan, in particular items which have the potential to impact on the Planning Scheme or the Strategic Plan; consider and advise on potential opportunities and challenges for the Agency; consider and advise on opportunities or initiatives to promote the project; report to the Board on issues arising and the strategy options that are available.

The Members of the PPC in 2025 are:

Deirdre Scully (Chairperson), David Conway (whose term concluded 16 January 2026), Paul Horan, Ciaran McCaffrey (who resigned 31 December 2025), Peter Smyth, Prof Terri Scott

There were 4 meetings of the PPC in 2025.

4. HR & Organisational Development Committee (formerly the HR & Workforce Planning Committee): comprises a minimum of five Agency Members. The role of the HR & Organisational Development Committee (HRODC) is to advise the Agency and make

Governance Statement

recommendations on workforce matters. The HRODC reports to the Agency after each meeting, and formally in writing annually.

The Members of the HRODC in 2025 are:

Mellany McLoone (Chairperson), Martina Fitzgerald, Julie Herlihy, Prof Terri Scott, and Peter Smyth

There were 4 meetings of the HRODC in 2025.

5. Community & Culture Committee: comprises a minimum of five Agency Members. The terms of reference for the Community and Culture committee is to consider matters, at a strategic level, arising from the work of the Consultative Group, the Community Liaison Committee, the Grangegorman Local Labour Forum, the Public Art Working Group, the Grangegorman Histories Group. The new committee considers strategic aspects of the GDA mission in respect of these areas and will advise the Board accordingly.

The CCC reports to the Agency after each meeting, and formally in writing annually.

The Members of the CCC in 2025 are:

Luke McManus (Chairperson), James Gough (deceased 14 March 2026), Orna Hanly, Cllr Ray McAdam and Deirdre Scully

There were 4 meetings of the CCC in 2025.

New Board Members

The GDA has an induction process for new Board Members. It is designed to ensure they are familiar with the statutory obligations of the Agency and how the Board conducts its business. It includes relevant briefing material, details of the Agency's strategic plans, and also includes a programme of main Board and sub-committee meetings.

Schedule of Attendance, Fees and Expenses

A schedule of attendance at the Agency Board and committee meetings for 2025 is set out below, including the fees and expenses received by each Member:



Governance Statement

Board and Board Committee members and meeting attendance in 2025								
	Board	Audit & Risk attendance	Health & Safety	Programme & Planning	HR & Organisational Development	Community & Cultural	Fees € 2025	Expenses € 2025
Number of meetings	7	5	3	4	4	4		
Mr Paul O'Toole	7						8,978	
Mr Gerrard Casey	6							787
Mr David Conway	4	2		3			276	271
Mr James Gough	3	3				2	5,986	
Ms Martina Fitzgerald	7				4		5,986	
Ms Orna Hanly	7	4				4		
Ms Julie Herlihy	7	5 (Chair)			4		5,986	
Dr Paul Horan	6		3 (Chair)	4			4,488	
Mr Ray McAdam	5		1			2	5,986	
Mr Ciaran McCaffrey	5			4				
Ms Mellany McLoone	6		2		4 (Chair)			
Mr Luke McManus	6		3			4 (Chair)	5,986	
Prof Terri Scott	6	4			3		5,986	2,389
Ms Deirdre Scully	6			4 (Chair)		2	4,167	
Mr Peter Smyth	6			4	2			
Total							53,825	3,447
() = the maximum no. of meetings it was possible to attend. otherwise, the maximum number was possible.								

The following members of the Agency, Ms Orna Hanly, Mr Ciaran McCaffrey, Ms Mellany McLoone, Mr Peter Smyth, Mr David Conway (up to 16 January 2025), Dr Paul Horan (up to 24 March 2025), Ms Deirdre Scully (up to 19 April 2025) did not receive a fee under the One Person One Salary (OPOS) principle. Mr Gerrard Casey, as CEO, did not receive a fee.

Key Personnel Changes

Trevor Purtill, Director of Corporate Services and Community, resigned on 10 January 2025, while Conor Sreenan, Director of Strategy & Design resigned on 21 February 2025.

The role of Director of Corporate Services and Community has been split into two roles, (i) Head of People and Engagement, with Gretta NashCadden appointed on 1 September 2025, and (ii) Head of Governance & Risk, with Elif Mooney appointed on 3 November 2025.

The Chief Financial Officer, Peter O'Sullivan will be retiring at the end of July 2026. Declan Murphy was appointed Chief Financial Officer Designate on 18 February 2026.

Gender Balance in the Board membership

As at 31 December 2025, the Board had 6 (40%) female and 9 (60%) male members. The Board therefore did meet the Government target of a minimum of 40% representation of each gender in the membership of State Boards.

Governance Statement

As at 10th June 2026, the Board had 6 (43%) female and 8 (57%) male members. The Board therefore does meet the Government target of a minimum of 40% representation of each gender in the membership of State Boards

The gender balance of the Board is taken into account when new appointments are being considered by the Department.

Disclosures Required by Code of Practice for the Governance of State Bodies

The Agency is responsible for ensuring that the Grangegorman Development Agency has complied with the requirements of the Code. The following disclosures are required by the Code:

Employee Short-term Benefits Breakdown

Employee benefits breakdown is disclosed in note 7 of the financial statements.



Governance Statement

Legal Costs and Settlements

During 2025 legal costs were incurred. The State Claims Agency manages three active Public Liability claims on behalf of the Agency. The Agency managed one active employee grievance claim, which was brought to conclusion in December 2025. A legal agreement was reached for which settlement of €74,500 was paid.

There was one legal settlement of €74,500 agreed in 2025 and paid out in January 2026. There were no legal settlements in 2024.

	2025	2024
	€'000	€'000
Legal costs incurred directly & provided by the Agency	13	582
Settlements paid out by the Agency in the year	<u>74</u>	<u>0</u>
Total legal costs and settlements	<u>87</u>	<u>582</u>

Consultancy Costs

Consultancy costs include the cost of external advice to management and excludes the cost of outsourced business as usual activities.

	2025	2024
	€'000	€'000
Legal advice	113	312
Design consultancy	1,379	3,043
Professional fees	298	166
PR, branding & web-design	0	55
Health & Safety Advice	<u>6</u>	<u>6</u>
Total Consultancy Costs	<u>1,796</u>	<u>3,582</u>
Contract	240	762
Project Costs	55	38
Current Overheads	364	487
Capitalised	<u>1,137</u>	<u>2,295</u>
Total	<u>1,796</u>	<u>3,582</u>

Governance Statement

Travel and Subsistence Expenditure

Travel and subsistence expenditure is categorised as follows:

	2025 €	2024 €
Domestic		
Agency Board Members & CEO	2,844	2,149
Employees	<u>1,568</u>	<u>1,255</u>
International*		
Agency Board Members	0	0
Employees	545	0
Stakeholders	<u>0</u>	<u>0</u>
Total	<u>4,957</u>	<u>3,404</u>

*In 2025 a payment of €10.16 was required to be made to the Climate Action Fund to offset the carbon emissions associated with official air travel. In 2024, no such payment was required.

Hospitality Expenditure

The Income and Expenditure Account includes the following hospitality expenditure:

	2025 €	2024 €
Staff & Board hospitality *	16,657	5,414
Stakeholder hospitality	2,817	6,757
Client hospitality	<u>0</u>	<u>0</u>
Total	<u>19,474</u>	<u>12,171</u>

* In 2025 Staff Well-Being expenses €4,435 are included.

Statement of Compliance

The GDA reviews annually its level of compliance with the code of practice for the governance of state bodies and where necessary, puts in place arrangements to ensure compliance. It also has agreed a small number of derogations with the DFHERIS.



Governance Statement

Derogations have been agreed on:

- (i) Secretary of the Board: On the basis that the GDA Act supersedes the Code of Practice and those functions that are typically carried out by a Company Secretary are delegated by the CEO and performed by Corporate Services and other Executive Staff. All statutory functions have been undertaken, as per the GDA Act 2005, by the Chairperson, the Board and the CEO,
- (ii) Annual Report: Deadline for publication of annual report and financial statements. Deadline extension has been agreed until the later of six months from year end or one month following signing of the Financial Statements by the C&AG.

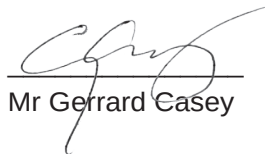
On behalf of the Members of the Agency:



Prof. Terri Scott

Board Member

Date: 24.06.2026



Mr Gerrard Casey

C.E.O. and Board Member

Date: 24.06.2026

Statement on Internal Control

Scope of Responsibility

On behalf of the Grangegorman Development Agency, we acknowledge the Agency's responsibility for ensuring that an effective system of internal control is maintained and operated. This responsibility takes account of the requirements of the Code of Practice for the Governance of State Bodies.

Purpose of the System of Internal Control

The System of Internal Control is designed to manage risk to a tolerable level rather than to eliminate it. The system can therefore only provide reasonable and not absolute assurance that assets are safeguarded, transactions authorised and properly recorded and that material errors or irregularities are either prevented or detected in a timely way.

The System of Internal Control, which accords with guidance issued by the Department of Public Expenditure, NDP Delivery and Reform (DPENDR), has been in place in the Agency for the year ended 31 December 2025 and up to the date of approval of the financial statements.

Capacity to Handle Risk

The Agency has an Audit and Risk Committee ("ARC") comprising four Members of the Agency with financial and audit expertise. The ARC met five times in 2025.

The Agency engages an independent Internal Auditor that operates in accordance with the ARC's terms of reference and reports directly to it. The Internal Audit Plan is approved and annually revised by the ARC using a risk based approach.

The Agency has articulated the organisation's risk appetite in a Risk Appetite Statement which is included in its Risk Management Policy. The ARC has developed a Risk Management Policy which outlines the Risk Management Processes in place and details the roles and responsibilities of staff in relation to risk. The policy has been issued to all staff who are expected to work within its guidelines, alert management on emerging risks and control weaknesses and assume responsibility for risks and controls within their own area of work.

Risk and Control Framework

We can confirm that the Agency employs a comprehensive control system that includes:

- **Continuous Risk Identification and Reporting:** The system is designed to pinpoint and report key risks, along with the management actions taken to address and



Statement on Internal Control

mitigate them. This proactive approach ensures that potential issues are addressed promptly.

- **Dedicated Oversight and Review:** Risk management is a standing item on the agenda for the Board, Audit and Risk Committee (ARC) and the wider Agency. This regular focus highlights the importance placed on risk at the highest levels.
- **Comprehensive Risk Register:** Risk Registers are maintained to document all key risks facing the Agency. These risks are identified, controls evaluated, and actions required to further reduce the risk. Residual risk is compared with the Risk Appetite.
- **Regular Risk Reviews:** The Agency reviews all identified risks on the Register bi - yearly, along with their mitigation plans. Furthermore, high-ranking risks , new risks, and changing risks receive even closer scrutiny, being reviewed formally at least twice per year by the Agency.
- **Resource Allocation Based on Risk Assessment:** The outcomes of these risk assessments directly inform the planning and allocation of resources, ensuring that efforts are concentrated where they can most effectively manage risks to an acceptable level. Residual Risks that are greater than the Risk Appetite are also reviewed.
- **Detailed Mitigation and Accountability:** The Risk Register clearly outlines the controls and actions needed to mitigate risks, with responsibility for operating these controls assigned to specific staff members. This ensures accountability and clear ownership of risk management activities.

Ongoing Monitoring and Review

Beyond the formal risk management system, we can confirm the Agency has strong ongoing monitoring systems in place, featuring:

- **Documented Procedures:** All key business processes have documented procedures, providing clear guidelines and reducing operational uncertainties.
- **Assigned Financial Responsibilities:** Financial responsibilities are clearly assigned at management level with corresponding reporting and accountability, promoting fiscal prudence and oversight.

Statement on Internal Control

- **Budgeting System:** An appropriate budgeting system is in place, featuring an annual budget that is continuously reviewed by senior management and the Agency. This ensures financial discipline and alignment with strategic objectives.
- **Information and Communication Technology (ICT) Security:** Systems are specifically aimed at ensuring the security of the information and communication technology systems, protecting vital data and operational continuity.
- **Asset Safeguarding:** Systems are in place to safeguard the Agency's assets, protecting physical and intangible resources from loss or damage.

Procurement

We confirm that the Agency has suitable procurement policies and procedures in place to ensure good practice and substantive compliance with relevant procurement guidelines, regulations and the Public Spending Code.

We further confirm that, in 2025, the Agency substantially complied with these procedures. A review of procurement activity during the year, including analysis of the purchase ledger, did not identify any instances of non-compliance with procurement requirements for procurements in excess of €25,000.

Revenue Commissioners Compliance

We confirm that the Agency is revenue compliant and no compliance issues arose during the year 2025.

Review of Effectiveness

We confirm that the Agency has procedures to monitor the effectiveness of its Risk Management and Control Procedures. The Agency's monitoring and review of the effectiveness of the system of internal financial control is informed by the work of the Internal and External Auditors, the Audit and Risk Committee which oversees their work, and the senior management within the Agency responsible for the development and maintenance of the internal financial control framework.

We confirm that the Members of the Agency in conjunction with the Internal Auditors, conducted an annual review of the effectiveness of the Internal Controls for 2025. The Annual Assurance Report was published in January 2026 and presented to the Audit & Risk Committee at the 18 February 2026 meeting. At the 25 February 2026 Board meeting, the Board affirmed the adequacy and effectiveness of the system of internal controls.



Statement on Internal Control

Internal Control Issues

No material weaknesses in Internal Control were identified in relation to 2025.

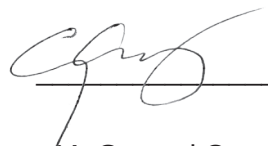
On behalf of the Members of the Agency:



Prof. Terri Scott

Board Member

Date: 24.06.2026



Mr Gerrard Casey

C.E.O. and Board Member

Date: 24.06.2026



Ard Reachtaire Cuntas agus Ciste Comptroller and Auditor General

Report for presentation to the Houses of the Oireachtas Grangegorman Development Agency

Opinion on the financial statements

I have audited the financial statements of the Grangegorman Development Agency for the year ended 31 December 2025 as required under the provisions of section 33 of the Grangegorman Development Agency Act 2005. The financial statements comprise

- the statement of income and expenditure and retained earnings
- the statement of comprehensive income
- the statement of financial position
- the statement of cash flows, and
- the related notes, including a summary of significant accounting policies.

In my opinion, the financial statements give a true and fair view of the assets, liabilities and financial position of the Grangegorman Development Agency at 31 December 2025 and of its income and expenditure for 2025 in accordance with Financial Reporting Standard (FRS) 102 — *The Financial Reporting Standard applicable in the UK and the Republic of Ireland*.

Basis of opinion

I conducted my audit of the financial statements in accordance with the International Standards on Auditing (ISAs) as promulgated by the International Organisation of Supreme Audit Institutions. My responsibilities under those standards are described in the appendix to this report. I am independent of the Agency and have fulfilled my other ethical responsibilities in accordance with the standards.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Report on information other than the financial statements, and on other matters

The Agency has presented certain other information together with the financial statements. This comprises the annual report, governance statement and the statement on internal control. My responsibilities to report in relation to such information, and on certain other matters upon which I report by exception, are described in the appendix to this report.

I have nothing to report in that regard.

Leonard McKeown
For and on behalf of the
Comptroller and Auditor General

25 June 2026



Appendix to the report

Responsibilities of Agency members

As detailed in the governance statement, the agency members are responsible for

- the preparation of annual financial statements in the form prescribed under section 33 of the Grangegorman Development Agency Act 2005
- ensuring that the financial statements give a true and fair view in accordance with FRS 102
- ensuring the regularity of transactions
- assessing whether the use of the going concern basis of accounting is appropriate, and
- such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Responsibilities of the Comptroller and Auditor General

I am required under section 33 of the Grangegorman Development Agency Act 2005 to audit the financial statements of the Agency and to report thereon to the Houses of the Oireachtas.

My objective in carrying out the audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement due to fraud or error. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with the ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. In doing so,

- I identify and assess the risks of material misstatement of the financial statements whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- I obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal controls.
- I evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures.

- I conclude on the appropriateness of the use of the going concern basis of accounting and, based on the audit evidence obtained, on whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Agency's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my report. However, future events or conditions may cause the Agency to cease to continue as a going concern.
- I evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I report by exception if, in my opinion,

- I have not received all the information and explanations I required for my audit, or
- the accounting records were not sufficient to permit the financial statements to be readily and properly audited, or
- the financial statements are not in agreement with the accounting records.

Information other than the financial statements

My opinion on the financial statements does not cover the other information presented with those statements, and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, I am required under the ISAs to read the other information presented and, in doing so, consider whether the other information is materially inconsistent with the financial statements or with knowledge obtained during the audit, or if it otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact.

Reporting on other matters

My audit is conducted by reference to the special considerations which attach to State bodies in relation to their management and operation. I report if I identify material matters relating to the manner in which public business has been conducted.

I seek to obtain evidence about the regularity of financial transactions in the course of audit. I report if I identify material instance where public money has not been applied for the purposes intended or where transactions did not conform to the authorities governing them.

Statement of Income and Expenditure and Retained Earnings

	Notes	Year ended 31 Dec 2025 €'000	Year ended 31 Dec 2024 €'000
INCOME			
Income	<u>2</u>	5,869	6,840
Net deferred funding for retirement benefits	8 (c)	832	652
Other income	3	<u>994</u>	<u>974</u>
		7,695	8,466
Transfer of land & buildings from the Agency	13	0	(19,718)
Transfer from / (to) capital account	4	<u>590</u>	<u>19,563</u>
		8,285	8,311
EXPENDITURE CONTRACT & PROJECT COSTS			
Contract costs	5	620	763
Project costs	6	442	107
Recoverable shared expenses		0	48
Special Projects / Commissions		<u>49</u>	<u>00</u>
		<u>1,111</u>	<u>918</u>
Gross Contribution		7,174	7,393
GENERAL OVERHEADS			
Staff costs	7	3,317	3,207
Retirement costs	8 (d)	847	667
Board members' remuneration and expenses	12	58	57
Establishment costs	9	168	139
Professional services	10	625	1,227
General operating expenses	11	286	243
Communications & PR		27	86
Depreciation	13	1,369	1,181
Audit fees		<u>28</u>	<u>28</u>
		<u>6,725</u>	<u>6,835</u>
SURPLUS FOR THE YEAR		449	558
Balance brought forward as at 1 January		<u>2,931</u>	<u>2,373</u>
BALANCE CARRIED FORWARD AS AT 31 DECEMBER		<u>3,380</u>	<u>2,931</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

ON BEHALF OF THE BOARD:



Prof. Terri Scott
Board Member

Date: 24.06.2026



Mr Gerrard Casey
C.E.O and Board Member

Date: 24.06.2026



Statement of Comprehensive Income

	Notes	Year ended 31 Dec 2025	Year ended 31 Dec 2024
		€'000	€'000
Surplus for the year		449	558
Experience gain/(loss) on Retirement Benefits scheme liabilities		1,883	(598)
Change in assumptions underlying the present value of Retirement Benefits liabilities		<u>0</u>	<u>0</u>
Total Actuarial gain/(loss) in the year	8(f)	1,883	(598)
Adjustment to retirement benefit funding		<u>(1,883)</u>	<u>598</u>
Total comprehensive income for the year		<u>449</u>	<u>558</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

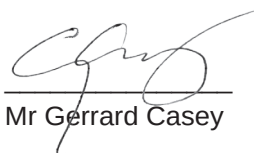
ON BEHALF OF THE BOARD:



Prof. Terri Scott

Board Member

Date: 24.06.2026



Mr Gerrard Casey

C. E. O and Board Member

Date: 24.06.2026

Statement of Financial Position

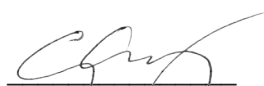
	Notes	31 December 2025 €'000	31 December 2024 €'000
FIXED ASSETS			
Property, plant and equipment	13	<u>195,823</u>	<u>190,910</u>
CURRENT ASSETS			
Work in Progress		75	-
Receivables and prepayments	14	273	213
Cash at bank and Cash Equivalents	15	<u>32,907</u>	<u>40,946</u>
		33,255	41,159
CURRENT LIABILITIES			
Amounts falling due within one year	16	<u>(10,452)</u>	<u>(11,840)</u>
NET CURRENT ASSETS		<u>22,803</u>	<u>29,319</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>218,626</u>	<u>220,229</u>
LONG TERM LIABILITIES			
Amounts falling due after more than one year	17	(118,696)	(120,158)
Retirement benefit liabilities	8(b)	(5,573)	(6,628)
Deferred retirement benefit funding	8(b)	<u>5,573</u>	<u>6,628</u>
TOTAL ASSETS LESS LIABILITIES		<u>99,930</u>	<u>100,071</u>
REPRESENTING			
Retained revenue reserves	18	3,380	2,931
Capital account	4	<u>96,550</u>	<u>97,140</u>
		<u>99,930</u>	<u>100,071</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

ON BEHALF OF THE BOARD:



Prof. Terri Scott
Board Member



Mr Gerrard Casey
C.E.O. and Board Member

Date: 24.06.2026

Date: 24.06.2026



Statement of Cash Flows

	Notes	Year ended 31 December 2025 €'000	Year ended 31 December 2024 €'000
Cash flows from operating activities			
Operating surplus for the year		449	558
Depreciation	13	1,369	1,181
Loss on disposal of asset		0	1
Interest receivable	3	(368)	(527)
Decrease /(Increase) in Work in Progress		(75)	-
Decrease /(Increase) in receivables	14	(60)	117
Increase /(Decrease) in payables	16	(1,388)	(1,385)
Transfer (from) / to capital account	4	(590)	(19,563)
Transfer of assets to TU Dublin	13	0	124
Transfer of assets to DOES 1 st level		0	19,594
Advance payments on construction activities	17	<u>(1,462)</u>	<u>(1,151)</u>
Net cash inflow from operating activities		<u>(2,125)</u>	<u>(1,051)</u>
Cash flows from investing activities			
Payments to acquire tangible fixed assets	13	(6,282)	(33,934)
Interest received	3	<u>368</u>	<u>527</u>
Net cash flow from investing activities		<u>(5,913)</u>	<u>(33,407)</u>
Increase/ decrease in cash and cash equivalents		(8,038)	(34,458)
Cash and cash equivalents at 1 January		<u>40,946</u>	<u>75,404</u>
Cash and cash equivalents at 31 December		<u>32,908</u>	<u>40,946</u>

The Statement of Cash Flows and notes 1 to 25 form part of these Financial Statements.

Notes to the Financial Statements

1. STATEMENT OF ACCOUNTING POLICIES

The Agency's role is to promote the development of the Grangegorman site as a location for education, health and other facilities. Lands at the Grangegorman site were transferred to the Agency from the HSE in accordance with section 13 of the Grangegorman Development Agency Act 2005 on 24th February 2012.

As of 21st October 2020, the Agency became an aegis body of the Department of Further and Higher Education, Research, Innovation and Science, prior to which the Agency was under the Department of Education and Skills.

Funding was provided by the Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), the Department of Education, the Health Service Executive (HSE) and Technological University Dublin (TU Dublin), as follows:

- TU Dublin
 - Funding is provided in relation to the construction of educational facilities. The funding is recognised as a Long-Term Liability and the related assets as tangible fixed assets in the Agency's financial statements and cash & cash equivalents (see Note 13 and Note 16).
 - Funding is provided in relation to certain project costs where these costs do not result in the creation of an asset. Such costs are charged to the Income & Expenditure. A matching amount is released from the Long-Term Liability, to the Income & Expenditure as income. In addition, some costs are shared between GDA and TU Dublin. Recoupment of these costs is included in other income.
- HSE – funds the costs associated with the development of healthcare facilities at the site, (see Note 5).
- DFHERIS provided capital and current funding for the development of the Grangegorman campus and the operational costs of the Agency.
- DoES – Department of Education provides funding for the primary Educate Together D7 School.

The following accounting policies are applied consistently in dealing with items which are considered material in relation to the Agency's financial statements:



Notes to the Financial Statements

i) BASIS OF ACCOUNTING

The financial statements of the Agency for the year ended 31 December 2025 have been prepared in accordance with FRS102, the financial reporting standard applicable in the UK and Ireland issued by the Financial Reporting Council (FRC).

The preparation of financial statements in conformity with FRS102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in the process of applying the Agency's accounting policies. The areas involving a higher degree of judgement or complexity or areas where assumptions and estimates are significant to the financial statements are disclosed in Note ix.

ii) REVENUE RECOGNITION

The Agency receives both current and capital grants from the DFHERIS which are recognised as follows:

- Grants provided to fund current expenditure are accounted for on an accruals basis.
- Grants provided to fund capital development from the DFHERIS are recognised under income in the Statement of Income and Expenditure. Where they are used to fund capital assets / assets in development, an equal amount is transferred to the capital account, until such time, as the control of the completed building passes to TU Dublin.

The Agency carries out construction and development work on behalf of its stakeholders. Where legal title to a building is with a stakeholder and the Agency incurs the associated contract costs, the Agency invoices those costs to the relevant stakeholder. Income is recognised in line with amounts invoiced. On other building projects, income is recognised when the significant risks and rewards of ownership and effective control over the underlying building transfers to the stakeholders.

iii) COST AND ASSET RECOGNITION

The Agency distinguishes between project costs and contract costs.

Project costs

This includes pre and post commencement costs where the costs do not result in the creation of an asset from which the Agency can derive future economic benefit. Such costs are charged to the Income and Expenditure and Retained Revenue Reserves account in the year in which they arise (Note 6).

Project costs include set-up costs for Public Private Partnership (PPP) projects in respect of the development of educational facilities within the Grangegorman site. The agreement with the PPP operator for the design, build, finance and maintain basis is between the DFHERIS

Notes to the Financial Statements

and the PPP Co, in return for unitary charge payments over a 25 year period. Consequently, given the Agency are not the grantor for the purposes of FRS 102 (section 34.12), the Agency's financial statements will not recognise the associated assets and liabilities under the PPP agreement.

Contract costs

This includes expenditure incurred on behalf of third parties (Note 5). These costs are invoiced to third parties in line with the stage of completion of the project. Relevant expenditure and income is recognised in the Statement of Income and Expenditure and Retained Revenue Reserves on the basis of amounts invoiced to the third party. Expenditure incurred which has not been invoiced to the third party is included as work in progress at the year end (Note 14).

Assets in development and construction

Costs related to assets in development and construction are capitalised where, in the opinion of the Agency, the related project is likely to be successfully developed and the economic benefits arising from future operations will at least equal the amount of capitalised expenditure incurred to date.

Costs capitalised to assets in development relate to costs incurred in bringing the asset to the stage where it is ready for construction to commence. Costs associated with completing this stage include planning application costs, enabling works and consultative studies. Construction costs relate to costs incurred in bringing the asset to completed construction (Note 13).

The Agency de-recognises assets when it concludes that effective control of the relevant asset has passed to another entity. In some cases, this may pre-date the formal transfer of title to the other entity but where the risks and rewards of ownership may have passed to that entity and/or GDA has entered into agreement to transfer ownership at a future date and as a result no longer has control of the relevant asset.

iv) WORK IN PROGRESS

Work in progress represents the un-invoiced element of contract costs and is stated at cost to the stage of completion of the contract. Provision is made for all known or expected losses on contracts (Note 14).

v) RETIREMENT BENEFITS

The Agency operates a defined benefit retirement scheme, funded annually on a pay-as-you-go basis from monies provided by the DFHERIS and from contributions deducted from staff



Notes to the Financial Statements

salaries. The Agency also operates a Single Public Services Pension Scheme, ("Single Scheme"), which is a defined benefit scheme for pensionable public servants appointed on or after 1 January 2013. All members' contributions are paid over to the DFHERIS and DPENDR.

Retirement benefit costs reflect retirement benefits earned by employees in the period and are shown net of pension contributions which are remitted to the DFHERIS and the DPENDR. An amount corresponding to the retirement charge is recognised as income, to the extent it is recoverable, and offset by grants received in the year to discharge retirement benefit payments.

Actuarial gains or losses arising on scheme liabilities are reflected in the Statement of Comprehensive Income and a corresponding adjustment is recognised in the amount recoverable from the DFHERIS.

Retirement benefit liabilities represent the present value of future retirement benefit payments earned by staff to date. Deferred retirement benefit funding represents the corresponding asset to be recovered in the future periods from the DFHERIS.

vi) TANGIBLE FIXED ASSETS AND DEPRECIATION

Freehold land, buildings, assets in development and construction, fixtures and office equipment are stated at cost, net of accumulated depreciation and impairment losses. Costs include expenditure that is directly attributable to the acquisition and construction associated with bringing assets into working condition for their intended use.

Freehold land, assets in development and construction are not depreciated. Depreciation of assets in development and construction commences when the asset is substantially complete and ready for its intended use. Full provision is made for any impairment in the value of the asset. Land is not depreciated.

Depreciation is calculated to write off the cost, less estimated residual value, of all other assets as follows:

Public realm, site infrastructure and buildings	2% Straight Line
Buildings and Site infrastructure with a temporary life	5% Straight Line
Fixtures and office equipment	25% Straight Line

Fixed Assets are disposed of when the significant risks and rewards of ownership and effective control over the underlying assets are transferred.

Notes to the Financial Statements

vii) CAPITAL ACCOUNT

The Capital Account represents the unamortised amount of income used to finance tangible fixed assets.

viii) ADVANCE PAYMENTS ON CONSTRUCTION ACTIVITIES

The Agency receives financing from TU Dublin for the purposes of the construction and development of educational facilities at Grangegorman. TU Dublin provides funding in advance of the Agency making the related payments. The Agency recognises a long-term creditor in line with the TU Dublin funding received which will be extinguished on transfer of the completed assets to TU Dublin.

Where the funding is utilised to discharge costs incurred in the construction of assets, these costs are recorded as fixed assets in the Statement of Financial Position. When depreciation is charged on these assets, a matching funding amount is credited to the Statement of Income and Expenditure and Retained Revenue Reserves by way of a reduction in the long term creditor amount.

Where the funding is utilised to discharge project costs, such costs are charged to the Statement of Income and Expenditure and Retained Revenue Reserves with the matching funding credited to the Statement of Income and Expenditure and Retained Revenue Reserves, thereby reducing the long term creditor.

ix) CRITICAL ACCOUNTING JUDGEMENTS AND ESTIMATION UNCERTAINTIES

The preparation of the financial statements in conformity with generally accepted accounting principles requires the Agency to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. In this regard, the Board Members believe that the critical accounting policies where judgements or estimations are necessarily applied are summarised below.

Depreciation and residual values

The Board Members have reviewed the asset lives and associated residual values of all fixed asset classes and, in particular, the useful economic life and residual values of land and buildings and fixtures and fittings and have concluded that asset lives and residual values are appropriate.

Retirement Benefit Obligation

The assumptions underlying the actuarial valuations for which the amounts recognised in the financial statements are determined (including discount rates, rates of increase in future



Notes to the Financial Statements

compensation levels, mortality rates and healthcare cost trend rates) are updated annually based on current economic conditions, and for any relevant changes to the terms and conditions of the retirement benefit and post-retirement plans.

The assumptions can be affected by:

- (i) the discount rate, changes in the rate of return on high-quality corporate bonds
- (ii) future compensation levels, future labour market conditions
- (iii) health care cost trend rates, the rate of medical cost inflation in the relevant regions.

2. Income

The Department of Further and Higher Education, Research, Innovation and Science (DFHERIS), the Health Service Executive (HSE), the Department of Education and Skills (DOES) and the Department of Culture, Communication and Sport (DCCS) made the following funds available to the Agency during the year:

	2025	2024
	€'000	€'000
DFHERIS – Current (Subhead B. 14)	4,554	4,953
DFHERIS – Current (Subhead B. 15)	361	120
DFHERIS – Capital (Subhead B.16)	0	0
DOES – Capital (Primary level)	334	780
HSE – Contract costs	620	765
DCCS - Sports Capital Programme	0	222
	<u>5,869</u>	<u>6,840</u>

In 2025, the GDA received funding from the DFHERIS of €361k under the Build Digital Ireland Project in respect of the operational support provided by the Agency (2024 : €120k)

The Agency recognised income of €334k from the DOES (Primary level) for the development of the D7 Educate Together School and associated site infrastructure and public realm (2024: €780k).

The Agency recognised income in 2025 to meet contract costs on HSE projects of €620k (2024: €765) mainly for demolition & archaeological works on the Goirtin plot 14 site and Residential Care Neighbourhood.

The Agency was awarded a grant from the DCCS under the Large Scale Sports Infrastructure Fund for €1,451,310 with matching funding of €1,313,090 from T U Dublin. During 2024, €222,494 was received, which also equals the value received to date. In 2025 there was no income received.

Notes to the Financial Statements

3. Other Income

	2025	2024
	€'000	€'000
Technological University Dublin	453	209
Technological University Dublin – transfer of art & buildings	0	124
Technological University Dublin – reimbursement of costs	0	0
Others, including recoupment of other costs	173	114
Bank interest	<u>368</u>	<u>527</u>
	<u>994</u>	<u>974</u>

2025: As reported in note 16(a), an amount of €453k (2024 : €209k) was released to other income comprising funding for project costs of €9k (2024: €nil), and an amount released to match depreciation of €444k (2024 : €209k)

In 2024, control over the artwork Solaris-Nexum, by the artist Alexandra Carr, was passed over to TU Dublin €124k. This artwork can be viewed in the Central Quad.



Notes to the Financial Statements

4. Capital Account

	2025 €'000	2024 €'000
Balance at 1 January	<u>97,140</u>	<u>116,703</u>
Transfer from the Statement of Income and Expenditure and Retained Revenue Reserves:		
Funds allocated to acquire lands and buildings	0	222
Funds allocated to assets in development and construction	334	780
Disposal of fixed assets to DOES 1 st level	0	(19,594)
Amortised in line with asset depreciation	<u>(924)</u>	<u>(971)</u>
Total movement in the year	<u>(590)</u>	<u>(19,563)</u>
Balance at 31 December	<u>96,550</u>	<u>97,140</u>

The capital account balance represents the unamortised amount of income, received from the DFHERIS and DOES, used to contribute to the purchase of tangible fixed assets. Owing to the nature in which the Agency is funded and revenue is recognised, a timing delay can arise between the recording of a fixed asset cost and receipt of associated funding.

Notes to the Financial Statements

5. Contract Costs

	2025 €'000	2024 €'000
Contract costs	<u>620</u>	<u>763</u>

Up to 31 December 2024, the Agency had incurred contract costs which had been invoiced to the HSE totalling €36,340k. All of these costs relate to contracts with the HSE in respect of the development of healthcare facilities. A breakdown of the costs charged to the Statement of Income and Expenditure and Retained Revenue Reserves is included below:

	Cumulative Expenditure Pre 2024 €'000	2025 €'000	Total Cumulative Expenditure €'000
Legal and professional	5,591	239	5,830
Enabling and construction works	29,764	381	30,145
Fit out and landscaping	804	0	804
Refurbishment and relocation	58	0	58
Estate management & maintenance	43	0	43
Sundry	74	0	74
Project promotion and public relations	<u>6</u>	<u>0</u>	<u>6</u>
Total contract costs reimbursed by the HSE	<u>36,340</u>	<u>620</u>	<u>36,960</u>

To date the Phoenix Mental Health Hospital and the Primary Care Centre are complete and are in use. The Residential Care Neighbourhood completed preliminary design phase in 2023, planning permission was awarded on 25 January 2024 and in 2025 the Stage 2b report was completed. Stage 2b is "Detailed Design" ultimately resulting in a detailed works requirements package for tender issue which includes drawings, specifications and Bill of Quantities.

6. Project Costs

	2025 €'000	2024 €'000
Legal services	0	0
Design consultancy	0	0
Professional fees	194	57
Enabling and construction works	(1)	(28)
Estate Management & Maintenance	249	8
Campus Access Settlement	<u>0</u>	<u>70</u>
	<u>442</u>	<u>107</u>



Notes to the Financial Statements

7. Staff Costs

	2025	2024
	€'000	€'000
Wages and salaries	2,724	2,614
Seconded & agency staff	212	252
Employer's PRSI	297	280
Staff training, recruitment & engagement	<u>84</u>	<u>61</u>
	<u>3,317</u>	<u>3,207</u>

Number of employees

An average of 33 (2024: 33) staff were directly employed by the Agency during the year.

An average of 2.7 (2024: 3.5) staff were employed by way of secondment or through third party service providers during the year.

€62k (2024: €65k) was deducted from staff by way of an additional superannuation contribution and was paid over to the DFHERIS.

Board, management and staff related hospitality expenses were €19k (2024: €12k). Total foreign travel expenditure incurred in respect of the CEO and staff was €545 (2024: € nil).

Employee benefits breakdown*

Range of total employee benefits		Number of employees	
From	To	2025	2024
€60,000 - €69,999		1	1
€70,000 - €79,999		1	2
€80,000 - €89,999		6	9
€90,000 - €99,999		9	8
€100,000 - €109,999		1	3
€110,000 - €119,999		2	0
€120,000 - €129,999		0	0
€130,000 - €139,999		<u>1</u>	<u>1</u>
		<u>21</u>	<u>24</u>

*Applies to staff directly employed by the Agency during the year 2025

Notes to the Financial Statements

8. Retirement Benefit Costs

(a) Retirement Benefit Scheme

The Agency operates an unfunded defined benefit superannuation scheme for staff. Superannuation entitlements arising under the Scheme are paid out of current income. Employee superannuation contributions are payable to the DFHERIS in respect of the main scheme and to the DPENDR in respect of the Single public sector scheme.

The main (pre-existing) scheme is a defined benefit final salary retirement benefit arrangement with benefits and contributions defined by reference to current "model" public sector scheme regulations. The Scheme provides a retirement benefit (one eightieths per year of service), a gratuity or lump sum (three eightieths per year of service) and spouse's and children's pensions. Normal Retirement Age is a member's 65th birthday, and pre 2004 members have an entitlement to retire without actuarial reduction from age 60. Retirement benefit payment (and deferment) increase on a discretionary basis in line with general salary inflation.

With effect from 1 January 2013, new entrants become members of the Single Public Service Retirement Benefit Scheme. This provides career-average revalued earnings related benefits revalued in line with increases in the Consumer Price Index. The Scheme's minimum retirement age will be linked to the State Pension age.

The results set out below are based on an actuarial valuation of the liabilities in respect of the serving, retired and deferred staff of the Agency as at 31st December 2025.

This valuation was carried out by a qualified independent actuary for the purposes of the accounting standard, FRS 102 – Retirement Benefits. The financial assumptions used to calculate scheme liabilities under FRS 102 are:

	2025	2024
Discount rate	4.40%	3.30%
Rate of increase in salaries	3.70%	4.00%
Rate of increase in retirement benefits	3.20%	3.50%
Inflation	2.20%	2.50%



Notes to the Financial Statements

(b) Statement of Financial Position Recognition

The amounts recognised in the Statement of Financial Position are as follows:

	2025 €'000	2024 €'000
Present value of defined benefit obligations that are wholly unfunded	5,573	6,628
Present value of defined benefit obligations that are wholly or partly funded	<u>0</u>	<u>0</u>
Deferred retirement benefit funding	<u>(5,573)</u>	<u>(6,628)</u>
Net liability recognised in the Statement of Financial Position at 31 December	<u>0</u>	<u>0</u>

(c) Net deferred funding for retirement benefits year

	2025 €'000	2024 €'000
Funding recoverable in respect of current year retirement benefit costs	847	667
Less: retirement benefit payments	<u>(15)</u>	<u>(15)</u>
	<u>832</u>	<u>652</u>

(d) Analysis of total retirement benefit costs charged to expenditure

	2025 €'000	2024 €'000
Current service cost	608	514
Interest cost	239	153
Employees contribution refunds	<u>0</u>	<u>0</u>
Expenses recognised in the income and expenditure and retained revenue reserves account	<u>847</u>	<u>667</u>

(e) Deferred funding liability for retirement benefits

The Agency recognises amounts owing from the state for the unfunded deferred liability for retirement benefits on the basis of a number of past events. These events include the statutory backing for the superannuation scheme, and the policy and practice in relation to funding public service retirement benefits including the annual estimates process. Whilst there is no formal agreement and therefore no guarantee regarding these specific amounts

Notes to the Financial Statements

with the DFHERIS, the Agency has no evidence that this funding policy will not continue to progressively meet this amount in accordance with current practice. The deferred funding liability for retirement benefits as at 31 December 2025 amounted to €5,573k (31st December 2024: €6,628k).

The scheme is a defined benefit final salary retirement benefit arrangement with benefits and contributions defined by reference to current model public sector scheme regulations.

(f) Movement in defined benefit obligation

Changes in the present value of the defined benefit obligation are as follows:

	2025 €'000	2024 €'000
Present value of defined benefit obligation at 1st January	6,628	5,378
Current service cost	608	514
Interest cost	239	153
Benefits paid in the year	(19)	(15)
Actuarial loss / (gain)	<u>(1,883)</u>	<u>598</u>
Present value of defined benefit obligation at 31st December	<u>5,573</u>	<u>6,628</u>

9. Establishment Costs

	2025 €'000	2024 €'000
Repairs and maintenance	0	0
Cleaning	13	13
Insurance	98	89
Rent & service charges	31	28
Light and heat	26	8
Loss on disposal of Fixed Asset	<u>0</u>	<u>1</u>
	<u>168</u>	<u>139</u>



Notes to the Financial Statements

10. Professional Services

	2025	2024
	€'000	€'000
Legal Settlement	75	0
Legal services	93	848
Accountancy / Financial advisory	6	5
Consultancy (including property advisory)	346	318
Internal Audit fees	36	32
Pension advisory fee	10	14
Translation fees	3	3
Other Professional fees	<u>56</u>	<u>7</u>
	<u>625</u>	<u>1,227</u>

11. General Operating Costs

	2025	2024
	€'000	€'000
Printing, postage and stationery	8	8
Telephone	9	10
Bank charges	1	1
Website and IT expenses	217	165
Office expenses	19	18
Meeting expenses	11	15
Newspapers, journals and reference material	0	0
Subscriptions	19	18
Travel and subsistence	2	2
Taxes & Penalties	0	6
Interest Payable	<u>0</u>	<u>0</u>
	<u>286</u>	<u>243</u>

Notes to the Financial Statements

12. Remuneration Disclosures	2025	2024
12 (a) Board Members	€'000	€'000
Chairperson's remuneration	9	9
Board member fees	45	45
Chairperson's expenses	1	
Board members expenses	<u>3</u>	<u>3</u>
	<u>58</u>	<u>57</u>
12 (b) Chief Executive Officer		
Chief Executive Officer	2025 €'000	2024 €'000
Basic Salary	<u>135</u>	<u>131</u>
Travel subsistence and professional subscriptions	<u>1</u>	<u>1</u>

The CEO is a member of an unfunded defined benefit public sector scheme and his retirement benefits do not extend beyond the standard entitlements in the public sector defined benefit superannuation scheme.

12 (c) Key Management Personnel

Key management personnel in the Grangegorman Development Agency are those members of the Senior Management Team who report directly into the CEO. The total value of employee benefits for key management personnel is set out below.

	2025 €'000	2024 €'000
Salary	<u>528</u>	<u>488</u>

This does not include the value of retirement benefits earned in the period. The key management personnel are members of Grangegorman Development Agency pension scheme and their entitlements in that regard do not extend beyond the terms of the model public service pension scheme



Notes to the Financial Statements

13. Property Plant and Equipment

	Land, public realm, site infrastructure and buildings €'000	Assets in development and construction €'000	Fixtures and office equipment €'000	Total €'000
COST				
At 1st January 2025	<u>94,680</u>	<u>106,168</u>	<u>453</u>	<u>201,301</u>
Additions	46	6,229	7	6,282
Re-classify	0	(0)		0
Disposals	<u>0</u>	<u>0</u>	<u>(12)</u>	<u>(12)</u>
At 31st December 2025	<u>94,726</u>	<u>112,397</u>	<u>448</u>	<u>207,571</u>
DEPRECIATION				
At 1st January 2025	<u>10,037</u>	<u>0</u>	<u>354</u>	<u>10,391</u>
Charge for the year	1,329	0	40	1,369
Disposals	<u>0</u>	<u>0</u>	<u>(12)</u>	<u>(12)</u>
At 31st December 2025	<u>11,366</u>	<u>0</u>	<u>382</u>	<u>11,748</u>
NET BOOK VALUE				
At 31st December 2025	<u>83,360</u>	<u>112,397</u>	<u>66</u>	<u>195,823</u>
At 31st December 2024	<u>84,643</u>	<u>106,168</u>	<u>99</u>	<u>190,910</u>

In 2025, the additions in assets and development were to the Academic Hub (€5,704k), the primary Educate school (€385k), West Quad (€113k) and Prussia Street Gate (€26k). Within land and buildings a €46k addition was made to the Clocktower building.

In 2025 planning permission was obtained to develop the Prussia street access route on a strip of land (0.1789 acre) purchased in 2023.

Notes to the Financial Statements

In 2024, control over the land and buildings on which the primary Educate Together school is located, was transferred to DOES - land valued at €952k and buildings valued at €18,642k.

The artwork Solaris-Nexum, by the artist Alexandra Carr, was passed over to TU Dublin valued at €124k.

Assets in development and construction are mainly the Academic Hub (€96m) incorporating the Top House Adaptive Re-use (€7.6m), West Quad (€7.4m), and smaller projects (€1.4m).

The Agency moved offices from the Clocktower building to Park House (owned by TU Dublin) in January 2021. A Memorandum of Agreement was signed between the GDA and TU Dublin on 18th December 2020, for a period of 10 years for the 475 sq. m. office space.

14. Receivables and Prepayments	2025	2024
Amounts falling due within one year	€'000	€'000
Trade receivables	45	16
Amounts due from the HSE	95	6
Amounts due from the Technological University Dublin	0	0
Accrued income	19	27
Sundry receivables and prepayments	<u>114</u>	<u>164</u>
	<u>273</u>	<u>213</u>

All receivable balances are deemed recoverable within one year.

15. Cash at bank & Cash Equivalents	2025	2024
	€'000	€'000
Cash at bank and in hand	3,300	8,600
Cash Equivalents	<u>29,607</u>	<u>32,346</u>
Total	<u>32,907</u>	<u>40,946</u>

Cash equivalents are exchequer notes held with the NTMA



Notes to the Financial Statements

16. Current Liabilities	2025	2024
Amounts falling due within one year	€'000	€'000
Trade payables	148	328
Amounts due to the Technological University Dublin	8	0
Professional services withholding tax	75	83
Value added taxation	81	244
RCT	0	0
Income Tax	0	0
PAYE / PRSI	93	94
Accruals	3,309	3,204
Deferred income	4,144	4,353
Retentions held on construction operations	2,512	3,451
Sundry payables	<u>82</u>	<u>83</u>
	<u>10,452</u>	<u>11,840</u>

Notes to the Financial Statements

17. Long Term Liabilities	2025	2024
Amounts falling due after more than one year	€'000	€'000
Advanced payments on construction activities	<u>118,696</u>	<u>120,158</u>

Technological University Dublin make funds available to the Agency by way of advanced payments in respect of the construction and development of educational facilities at Grangegorman. At 31st December 2025, a total of €93,259k (2024: €85,646k) has been used to discharge costs incurred in the construction and development of educational facilities, which are included within fixed assets. On transfer of the completed asset to TU Dublin, the creditor balance will be extinguished.

		2025	2024
		€'000	€'000
Balance at 1st January		120,158	121,309
Advanced in year		0	0
Costs of property disposal		0	0
Amount released to other income in respect			
of project costs in year	(a)	(9)	0
Amounts transferred to TU Dublin	(b)	(1,009)	(818)
Transfer of Assets to TU Dublin	(c)	(0)	(124)
Depreciation	(a)	<u>(444)</u>	<u>(209)</u>
Balance at 31st December		<u>118,696</u>	<u>120,158</u>

		2025	2024
		€'000	€'000
The balance is made up of			
TU Dublin Funding provided not utilised at year end,			
cash & cash equivalents balance		25,437	34,512
Cumulative funding used for asset development	(d)	<u>93,259</u>	<u>85,646</u>
TU Dublin Long Term Liability Balance at 31st December		<u>118,696</u>	<u>120,158</u>

- (a) The amount released to income comprises funding for project costs of €9k (2024: €nil), and an amount released to match depreciation of €444k (2024: €209k). Such income is reported in Note 3.



Notes to the Financial Statements

- (b) €1,009k was transferred to TU Dublin for projects directly managed by TU Dublin on the Grangegorman campus – Academic Hub fit-out €984k and Audio Visual & ICT equipment €25k.
- (c) There was no transfer of control of buildings or assets during the year 2025. In 2024, control over the artwork Solaris-Nexum, by the artist Alexandra Carr, was passed over to TU Dublin. This artwork can be viewed in the Central Quad valued €124k.
- (d) Cumulative Funding used for asset development (€93,259) comprises Academic Hub €75,430; West Quad €7,017k; Energy Centre €3,637k; Sports Changing facilities €1,891k; Print Workshop €1,703k and smaller projects €3,581.

The funding provided and not utilised at year end is included in the Agency's bank balance. As outlined in the accounting policy, the costs of assets constructed are included in tangible assets pending their transfer to the TU Dublin (Note 13).

18. Retained Revenue Reserves

	2025	2024
	€'000	€'000
At 1st January	2,931	2,373
Surplus for year	<u>449</u>	<u>558</u>
At 31st December	<u>3,380</u>	<u>2,931</u>

Balance on the Statement of Income and Expenditure and Retained Revenue Reserves

Much of the income in the Statement of Income and Expenditure and Retained Revenue Reserves is state grants, which is provided to meet liabilities maturing during the year as opposed to expenditure incurred during the year. Expenditure is recorded on an accruals basis. As a result, the balance on the Income and Expenditure and Retained Revenue Reserves account does not represent normal operating surplus or deficits but is largely attributable to the difference between expenditure on an accruals basis and funding on a cash basis. Interest receivable also contributes to this surplus.

19. Board Member Interests

The Agency adopted procedures in accordance with guidelines issued by the Department of Public Expenditure, NDP Delivery and Reform in relation to the disclosures of interests by Board Members and these procedures have been adhered to during the year. There were no

Notes to the Financial Statements

transactions of any significance in the year in relation to the Board's activities in which a Board Member had any beneficial interest.

20. Capital Commitments

Details of capital commitments at the accounting date are as follows:

	2025 €'000	2024 €'000
Contracted for but not provided for in the financial statements	<u>5,772</u>	<u>12,156</u>

The €6,384 decrease in capital commitments was due the construction expenditure incurred on both the Academic Hub (€5,761), the Goirtin demolitions (€395k), the Residential Care Neighbourhood (€184k) and various smaller projects (€44k).

21. Analysis of Changes in Net Funds

	Opening Balance €'000	Cash flows €'000	Closing Balance €'000
Cash at bank and Cash Equivalents	<u>40,946</u>	<u>(8,039)</u>	<u>32,907</u>
Net funds	<u>40,946</u>	<u>(8,039)</u>	<u>32,907</u>

22. Related Party Disclosures

TU Dublin is a related party by virtue of commonality of certain Board members.

HSE is a related party owing to a number of senior HSE employees being members of the Agency's Board.

There were no related party transactions of any significance in the year other than those disclosed within Notes 2, 3, 5 and 12.

Key management personnel in the Agency consist of the CEO and members of the Board.

Total compensation paid to key management personnel, including Board members' fees and expenses and total CEO remuneration, amounted to €193k (2024: €188k).



Notes to the Financial Statements

23. Contingent Liability

The Agency is in a conciliation process with a construction contractor on one of the projects. This may lead to a process of adjudication or arbitration, which may take some time.

The Agency have incurred legal costs due to on-going employee and public liability matters. Provisions have been made in the 2025 accounts in respect of likely future legal costs.

The Agency believes it has provided for all known liabilities as at 31 December 2025.

24. Events After The End Of The Financial Year

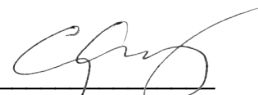
There are no events between the reporting date and the date of the approval of these financial statements for issue that require adjustment to the financial statements. The Agency & TU Dublin took possession of the Academic Hub on 3rd February 2026 and substantial completion was achieved on 25th May 2026.

25. Approval Of Financial Statements

The financial statements were approved by the Board on 24.06.2026.



Prof. Terri Scott
Board Member



Mr Gerrard Casey
C.E.O. and Board Member

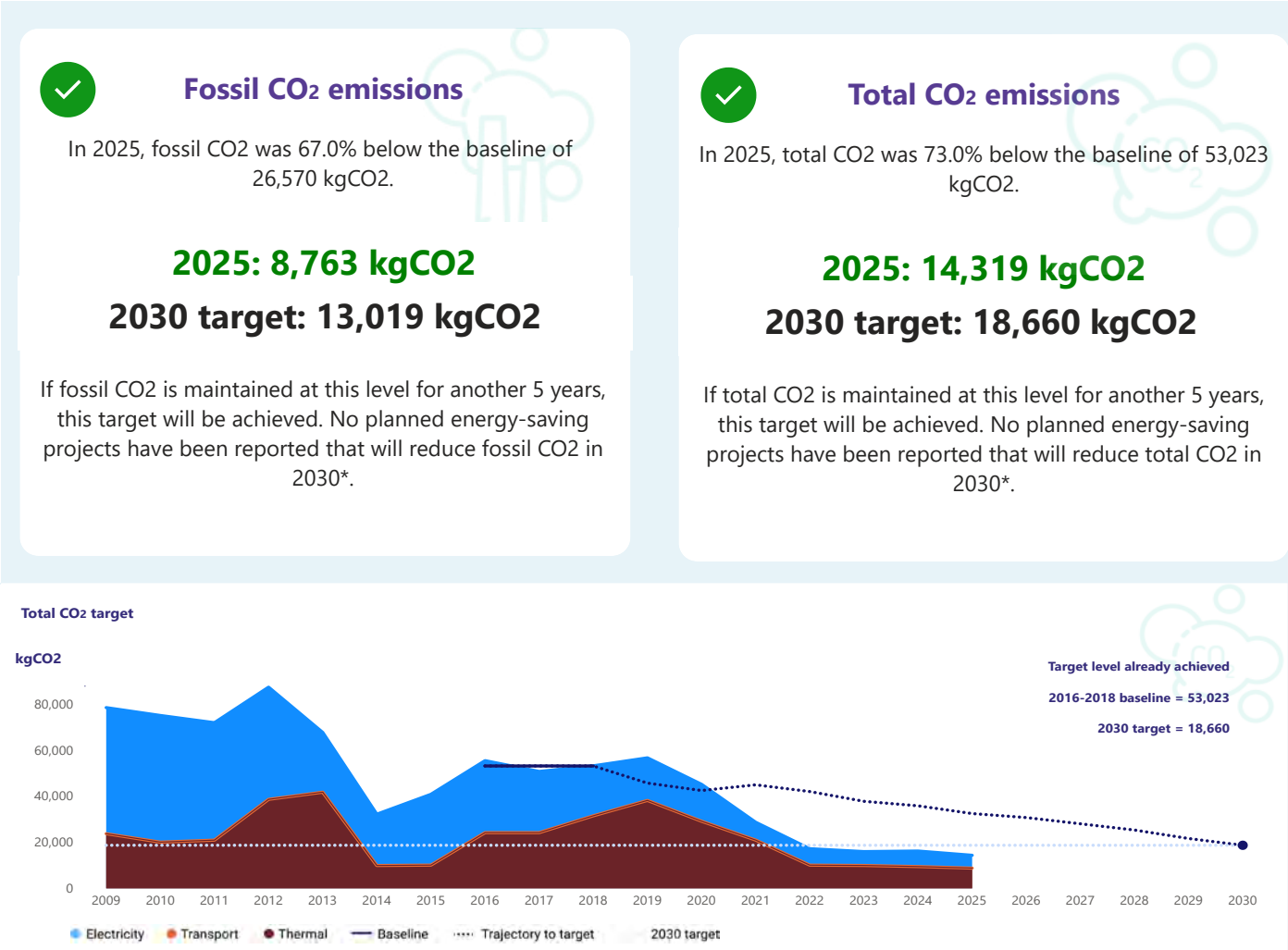


Appendices

APPENDIX 1

Sustainability Actions and Targets

Climate Action Compliance - graphs

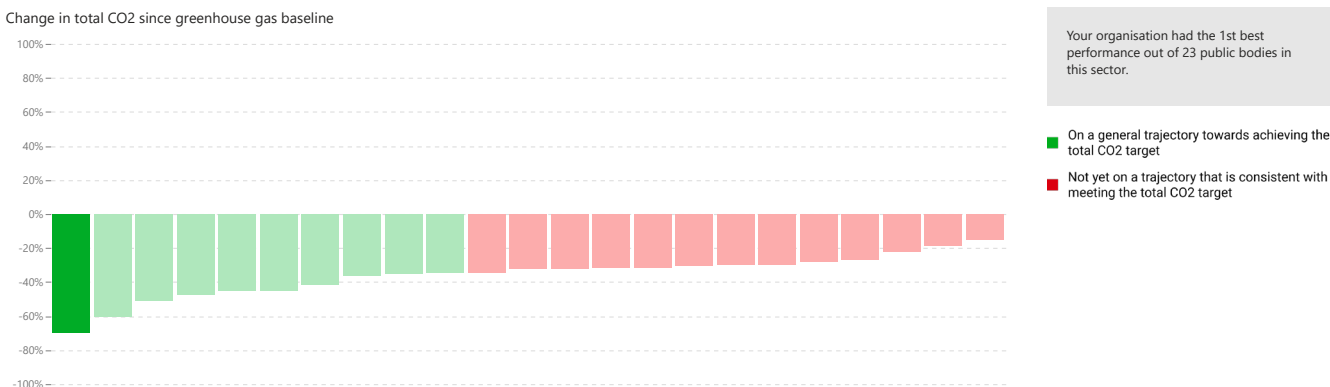
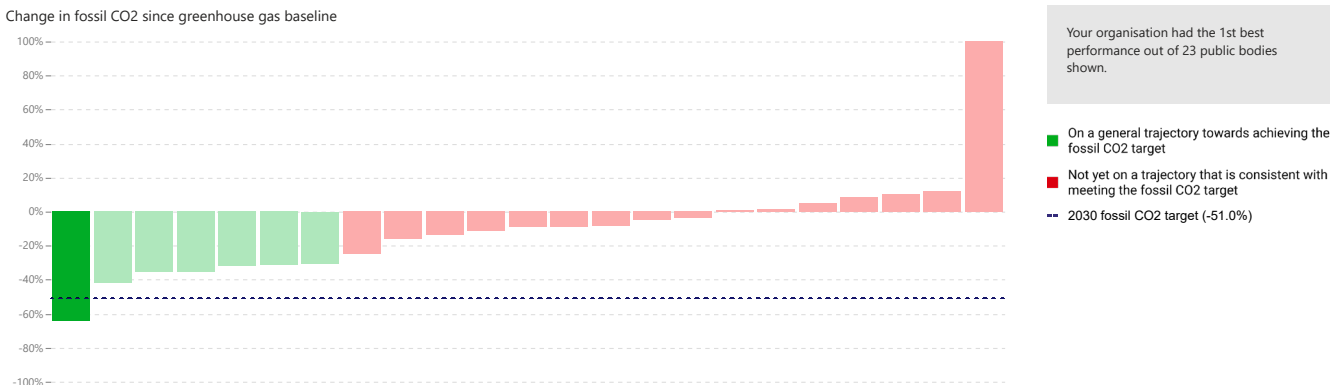


APPENDIX 1

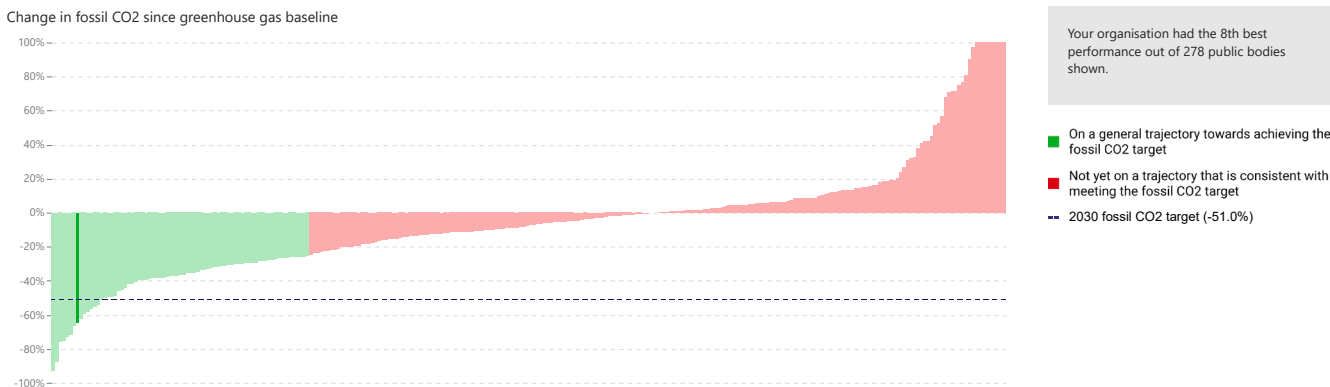
Sustainability Actions and Targets

Climate Action Benchmarking across public sector data shown for 2024, source: SEAI

How your organisation compares with other public bodies in sector 'Education > 3rd level > DFHERIS'



How your organisation compares with all other public bodies



APPENDIX 1

Sustainability Actions and Targets

E1 Climate Change

Disclosures	2025 Reporting
GDA progress towards mandated 51% GHG emissions reduction for Scope 1 & 2 (corporate) emissions from the 2018 baseline by 2030.	In 2025 total GDA CO ₂ was 73% below the baseline of 53,023kgCO ₂ . GDA has met its mandated 2030 emissions reduction target (18,660kgCO ₂). In 2025, total emissions were recorded at 14,319 kgCO ₂ kg CO ₂ .
Corporate energy consumption in MWh between electricity and fuels, renewable & non-renewable.	In 2025: 42,799kWh thermal energy (non-renewable fuels) = 8,763 kgCO₂ 24,557MWh electricity (non-renewable & decarbonised grid) = 5,556 kgCO₂
GDA progress towards Net Zero Carbon by 2050.	Up to 2033 GDA is on track with its 2050 neutrality commitment across Scope 1 & 2. GDA will review the appropriate location in the fossil fuel heated office building in due course.
GDA progress towards mandated 50% increase in energy efficiency at corporate levels.	In 2013, the GDA achieved its energy efficiency target. By 2025, energy performance had improved by 96.1% since the baseline.
Quantify and report business travel impacts.	- distance travelled in private vehicles, including hire cars: 3,512km - commercial flights: 1, with 160kgCO₂ of associated emissions - commercial and public transport, including taxi, bus, rail and ferry: - road: 39km; rail: 4,826km; - active mobility: 378km
Monitoring & Reduction of Embodied Carbon.	Measuring and monitoring standards have been established with the intention of collecting data during the design and construction stages of large projects that were started before any targets were in place.
Embodied carbon limit of 550-750Co ₂ e/m ² to be applied to new Projects 2025 onwards. (dependent on building typology).	Projects started since the implementation of project specific embodied carbon limits within this range continue to be on track to meet targets
Monitoring & Reduction of operational Carbon.	Academic Hub: regulated energy available only at this stage: 98kWh/m ² /year.
Energy Use Intensity (EUI) (regulated and unregulated) targeted at between 30-120kWh/m ² /year (dependent on building typology).	Unregulated to be confirmed once building is fully operating.
Provision of decarbonised heat to Grangegorman Assets via the District Heating Network by 2030.	Work to decarbonise the district heating system continues, until this system is decarbonised. Individual buildings will utilise air source heat pumps to ensure compliance with energy legislation in the interim

APPENDIX 1

Sustainability Actions and Targets

E2 Pollution

Disclosures	2025 Reporting
Impacts to comply with statutory and project-specific limits.	Air, noise, vibration, and water pollution directly attributed to construction site at Academic Hub continued to be monitored to confirm compliance.
Monitoring of dust levels to minimise dust related exceedances on construction sites.	Academic Hub dust monitored for compliance during construction stage
Monitoring of noise and vibration to remain within permitted working hour thresholds.	Academic Hub dust monitored for compliance during construction stage

E3 Water Conservation

Disclosures	2025 Reporting
High-efficiency appliances and water reuse where feasible to reduce the demand for potable water. The reduction achieved is to be reported through the Design Stage and measured post-occupancy.	No live projects at an adequate stage for including conservation measures.
Surface run-off restricted to 2l/s/ha for 1 in 100 years rainfall event.	Continue to meet this target.
Water usage at construction sites.	In 2025, water usage on the active construction site of the Academic Hub amounted to 3,143 m³.

E4 Biodiversity and Ecosystems

Disclosures	2025 Reporting
Total Land bank	30ha
Total nature-oriented area on site	2008 baseline green areas (excl. playing pitches & contaminated lands): 13.35ha 2025 green areas (excl. playing pitches): 10.62ha
Total land managed in or near biodiversity sensitive area	N/A
Number of trees to be planted: 2000 over the lifetime of the development	Implementation of this target continues
Min 30% of new trees and shrubs to be native; non-native planting to benefit wildlife (source of food, shelter, and nesting).	Projects started since the implementation of this target continue to be on track. Planting plans for the Green finger and Playscape adjacent to the Educate Together Primary School is on track to exceed this target.

APPENDIX 1

Sustainability Actions and Targets

E5 Circularity

Disclosures	2025 Reporting
Quantify construction (non-demolition & non-excavation) waste diverted from landfill.	In 2025 Achieved for Academic Hub: 98.51% diverted: 38.66% recycled 34.14% recovered 25.70% waste to energy

S1 Own Workforce

Disclosures	2025 Reporting
Gender Ratio	57% female and 43% male representation
Employee turnover	2025 ² : 26% (2024: 6%)
Gender gap in pay between its female and male employees	mean gender pay gap of 26.8% meaning that on average, males earn 26.8% more than females, based on all organisational levels.
Gender distribution in higher management	56% female and 44% male representation at management level.
Female-to-male ratio at Board level	Female : 46% Male : 54%

S3 Affected Communities

Disclosures	2025 Reporting
Employment Charter: 20% of new hires on construction sites to be local labour	OHLA–Townlink, as the primary contractor for the Academic Hub project, reported on its implementation of this requirement on a monthly basis up to June 2025. Over the course of the reporting period, local employment participation averaged approximately 10%. Site activity reduced significantly after June 2025 as the project entered its wind-down phase, with a corresponding decrease in workforce numbers.

2 Turnover to be calculated following this formula: $\frac{\text{Number of employees who left during the reporting year}}{\text{Average number of employees during the reporting year}} \times 100$

APPENDIX 1
Sustainability Actions and Targets

G Governance

Disclosures

No. of employees by type of employment contract (temporary or permanent) and by gender.

2025 Reporting

At year end 2025, the Agency employed a total of 37 staff, consisting of 21 female employees (57%) and 16 male employees (43%).

In terms of contract type, 18 employees were engaged on Specific Purpose contracts aligned with the lifetime of the Agency, while 17 employees were employed on five-year fixed-term contracts. The workforce also included one secondee and one contract-for-service employee.

Maintain best practice payment practices and disclose annually.

From January 2024 GDA has publishes prompt payment quarterly reports on our website.

APPENDIX 2

Agency Staff*

Ger Casey – Chief Executive Officer

Peter O'Sullivan – Chief Financial Officer

Catherine Opdebeeck - Director of Programme & Procurement

Cathal Rigney – Director of Construction & Infrastructure

Mary Ryan - Director of Special Projects

Elif Mooney – Head of Governance and Risk

Gretta Nash-Cadden – Head of People and Engagement

Padraic Ballantyne – Project Coordinator

Brian Cooling - Senior Cost Manager/Quantity Surveyor

Derval Concannon – Communications Manager - Projects

Ian Costello - Project Coordinator/M&E Engineer

Peter Coughlan – Head of Procurement

Louise Davey - Administration Clerical Officer

Anne Marie Deasy - Administration

Jenny Donohoe - Communications and Media Assistant

Catherine Hallinan – Head of Finance

Anita Haylett – Financial Controller

Lori Keeve – Strategic Communications Manager

Gosia Kudyba - Sustainability Coordinator

Aideen Lowery - Project Coordinator

Katie Markham - Communications Manager Special Projects

Des Marmion – Project Coordinator

Kathleen McCann – Community Engagement Manager

Paul McDermott - Project Coordinator

Orlaith Mernagh - Project Administrator

Pat Moynihan – Project Coordinator

Derek Niven – Senior Cost Manager/Quantity Surveyor

Louise O'Brien - Document Manager

Desiree O'Hanlon - Human Resources Administrator

Pat O'Sullivan – Project Coordinator

Edward Scanlon – Project Coordinator

Paul Sheridan – ICT and Systems Integration Manager

Mairead Slater - Administration Manager Special Projects

Catherine Stapleton – Assistant Accountant

Nigel Thompson – Commercial Manager

Sumanth Varkala - Procurement Administrator

Rachel Welsby - Project Coordinator

*as at end 2025

APPENDIX 3

Consultative Group*

Department of Education/HEA Andrea Valova	Health Service Executive Alicja Downey James Barry
Department of Environment, Community and Local Government Vacant	HSE Staff Resma KakKattuchalil
National Transport Authority Kevin Cox	HSE Service Users Representatives Alicja Downey
Technological University Dublin Collette Burns Helena Fitzgerald	Public Representatives Vacant
TU Dublin Staff Jim Roche Liam Sharkey	Local Residents Eugene Kelly Seáneen Sullivan
TU Dublin Students Jessica Gallagher Naomi Sebastine	
Dublin City Council Cllr Janet Horner Cllr John Stephens	

*as at end 2025

APPENDIX 4

Community Liaison Committee*

The Community Liaison Committee is Chaired by the Agency Strategic Communications Manager and comprises:

Two community members of the Consultative Group
Eugene Kelly
Seáneen Sullivan

One community member of the Board
Luke McManus

Two Dublin City Council elected members on the Consultative Group
Cllr Janet Horner
Cllr John Stephens

One Dublin City Council elected member on the Board
Cllr Ray McAdam

Public Representative
Vacant

DCC Central Area Office
Brendan Doggett

Community Garda
Garda Conor Flynn
Garda Amy Murtagh

HSE
Eamonn McCluskey

TU Dublin
Brian Murphy

TU Dublin Estates
Paul Coleman
Joanne Kearney

D7 Educate Together School
Fionnuala McHugh
Peter Kinsella

TU Dublin Students Union
Jason Aughney
Mina Eusebio
Naomi Sebastine

Grangegorman Community Engagement Manager
Kathleen McCann

Other organisations will join the meetings as necessary by invitation on a month-by-month basis.

*as at end 2025

APPENDIX 5

Build to Last Forum*

The members of the Build to Last Forum are:

Community/Voluntary:

- An Síol Community Development Programme (CDP)
- Aosóg Child and Family Project
- Bohemians Football Club (Bohs FC)
- Daughters of Charity Community Services (DOCCS)
- Dublin Northwest Partnership (DNP)

Public/Statutory:

- City of Dublin Education & Training Board (CDETb)
- Department of Social Protection/Intreo
- Dublin City Council (DCC)
- Grangegorman Development Agency (GDA)
- Health Services Executive (HSE)
- St Paul's CBS Secondary School ('the Brunner')
- TU Dublin

Business/Enterprise:

- Dublin Chamber of Commerce
- Inner City Enterprise (ICE)
- Smithfield & Stoneybatter Business Association (SSBA)

*as at end 2025

APPENDIX 6

Grangegorman Histories Expert Working Group*

Grangegorman Histories is a public history project of

- Dublin City Council (DCC)
- Grangegorman Development Agency (GDA)
- Health Service Executive (HSE)
- Local Communities
- National Archives, Ireland (NAI)
- Royal Irish Academy (RIA)
- Technological University Dublin (TU Dublin)

Members of the Grangegorman Histories Working Group:

- Philip Cohen (Chair)
- Danny Connellan (HSE)
- Catriona Crowe (RIA)
- Brian Donnelly (NAI)
- Charles Duggan (DCC)
- Ruth Hegarty (RIA)
- Stephanie Dickenson (Local communities)
- Mary-Anne Bolger (TU Dublin)
- Brendan Kelly (Author)
- Mary Muldowney (DCC Historian-in-residence and local communities)
- Gretta Nash-Cadden (GDA)
- Una Sugrue (conservation architect)

APPENDIX 7

Public Art Working Group*

- Clíodhna Shaffrey, Chair
- Christina Kennedy, Senior Curator at Irish Museum of Modern Art (IMMA)
- Derek Dockrell, Health Service Executive
- John Mitchell, Director, DMOD Architects
- Robert Ballagh, Community Representative
- Ronan McCrea, TU Dublin
- Ruairí Ó'Cuív, Public Art Officer, DCC
- Terry Prendergast, Planner

This group did not meet in 2025.

*as at end 2025

