

Watershed Group Impact Report

2024



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A man in a workshop setting, wearing a grey t-shirt and dark overalls, is looking down at a fan of papers he is holding. The background shows shelves with various items, and the entire image has a blue color overlay. The text 'COMPANY OVERVIEW' is centered in the middle of the image, flanked by two vertical green lines.

COMPANY OVERVIEW



1.1. LETTER FROM THE CEO

Reflecting on Our Journey and Looking Ahead

It is with a sense of pride that I introduce this Impact Report – a reflection of Watershed Group’s journey, achievements, and deep commitment to excellence. Since our founding in 1992, Watershed Group has grown from a single site in Dublin into a dynamic, international organisation with six specialist manufacturing facilities across Ireland, Germany, Poland, and the UK. This growth has been driven by a clear vision: delivering best-in-class labelling and packaging solutions that empowers brands, elevates products, and supports sustainable progress.

At Watershed Group, we believe that packaging is more than a product – it’s a narrative. It tells the story of quality, innovation, and trust. That’s why we continue to invest not only in our staff, but also in cutting-edge technologies that expand our capabilities, and build strong partnerships with some of Europe’s most respected retailers and consumer brands.

This report highlights not only our operational footprint and technological advancements, but also the values that guide us: responsiveness, flexibility, sustainability, and a passion for doing things better. We are proud to be an independent, family-owned business with a future-focused mindset, committed to delivering smart, sustainable packaging that moves with the needs of our customers and the world around us.

Thank you for being part of our journey. We look forward to building the future together.

Warm regards,

Liz Waters

Chief Executive Officer

Watershed Group.



1.2 HISTORY / WHO WE ARE?

A Journey of Excellence

In 1992, Tom Waters established Watershed Group with a visionary goal to become a premier supplier of self-adhesive labels and packaging, both within Ireland and on the global stage. This pivotal “watershed” moment redefined industry standards and set the foundation for expanding from a single production facility in Dublin to an international enterprise with six locations, including sites in Germany and Poland.

This success and growth reflect an unwavering commitment to operational excellence and ambition to serve a global market. Under the continued family leadership of entrepreneur and visionary CEO, Liz Waters, Watershed Group consistently innovates and excels in the print packaging industry. Passion for business and strategic vision foster strong partnerships, ensuring Watershed Group remains at the forefront of the industry.

Watershed Group delivers a comprehensive range of packaging products for the food, non-food, pharma, household and retail sectors across Ireland and Europe. A diverse product portfolio addresses the unique needs of customers, ensuring high-quality solutions that enhance brand presence and differentiate products on the shelf.

Watershed Group is wholly committed to embracing every challenge with pure dedication. Our commitment to significance, digitization, on-time delivery circular economy, and cutting-edge technology drives continuous innovation and excellence. Watershed Group aims to future proof its print offerings to build for the future and ensure relevance for our international customer base.



1.3 OUR MISSION

At Watershed Group, our mission is clear:

To provide high-quality self-adhesive labels and packaging solutions that enhance brand presence and differentiate products on the shelf.

We believe packaging is a powerful tool – not just for protection or presentation, but for storytelling. Our solutions are designed to elevate brands, create impact at point of sale, and deliver value through innovation, precision, and sustainability. Every product that we produce reflects our commitment to excellence, responsiveness, and relevance in a fast-moving market.

This mission drives our investment in advanced technologies, our expansion across Europe, and our dedication to building long-term partnerships with leading retailers and consumer brands. It's not just about what we produce – it's about how we support and advise our customers to stand out, stay ahead, and succeed.





1.3 OUR VALUES

Watershed Group is built on a foundation of values that guide every decision, every innovation, and every relationship:

- 1. Independence:**
As a family-owned business, our ability to make quick decisions drives our agility, competitiveness and growth.
- 2. Trust:**
We build long term partnerships through advisory support, reliability, and competitiveness.
- 3. High Standards:**
Excellence is our benchmark – in quality, service, and performance.
- 4. Ambition:**
We are driven to grow, evolve, and remain significant in the packaging industry.
- 5. Flexibility:**
We adapt quickly to market needs, customer goals, and emerging trends.
- 6. Sustainability:**
We have made a strong commitment to responsible production and the circular economy principles.
- 7. Relationships:**
We value collaboration – with our customers, our teams, and our communities.
- 8. Future proofing:**
Our investment strategy is focused on our customers' future needs to ensure our long-term relevance.
- 9. Quality of Service:**
We deliver quality products on time and on budget – every time.

These values are not just words to us – they are the principles that have shaped our culture, defined our impact, and will inspire our future.



1.4 INTERNATIONAL ALIGNMENT

1.4.1 Sustainable Development Goals:

We are committed to improving our long-term sustainability performance and embedding sustainable considerations across our operations. To demonstrate our commitment, Watershed Group adopted the 17 United Nations Sustainable Development Goals (UN SDGs), each of which has specific targets to be achieved by 2030 and provides a framework to benchmark performance and identify improvements.

In 2024, Watershed identified several SDGs that most closely align with our goals, values, and operations: Activities and policies relating to these goals are marked with the corresponding SDG logo throughout this report.



1.4.2 International Labour Organisation



International Labour Organization

Watershed Group is committed to upholding the standards and conventions of the International Labour Organisation (ILO) Declaration on Fundamental Principles and Rights at Work across our supply chain.



1.4 INTERNATIONAL ALIGNMENT

1.4.3 International Standards Organisation



Watershed Group is proud to have achieved certification under ISO 9001, the internationally recognised standard for quality management systems. Watershed has been ISO certified since 2023 and is dedicated to retaining its certification each year.

1.4.4 British Retail Consortium Global Standards



The BRCGS Global Standard Food Safety has set the standard of food quality for more than 25 years, and the Watershed Group is proud to have achieved an AA rating in 2023 and an A+ rating in 2024. Watershed will continue to strive for perfect AA ratings each year.

1.5 Certifications and Awards

Watershed Group is proud to have achieved ISO 9001:2015 Certification, the globally recognised standard for quality management systems. In addition, we are accredited to the NSF BRC Global Standard for direct food contact packaging and packaging materials. As a baseline standard, Watershed also holds an international HACCP (Hazard Analysis and Critical Control Points) accreditation.



Watershed Group has achieved an Ecovadis Bronze rating. This achievement places our sites in Ireland, Germany and Poland in the top 35% of companies assessed globally by Ecovadis and reflects our strong commitment to responsible business practices.



**ENVIRONMENT AND
SUSTAINABILITY**



2 ENVIRONMENT AND SUSTAINABILITY



Watershed Group teamed up with Climeaction to conduct a full ESG analysis and develop a corporate responsibility action plan that addressed both practical carbon and energy reduction opportunities as well as strategic development and improved programmatic initiatives. The plan was completed in late 2023, and implementation in 2024 saw significant progress by Watershed towards its newly enhanced sustainability and performance goals, particularly in energy efficiency and decarbonisation. The company's climate science-aligned targets, performance and progress are depicted in the ESG Data Table.

Watershed's first carbon footprint was completed by Climeaction in 2021 to understand the Scope 1 and 2 emissions for the Dublin site, progressing in 2022 to assess the sites in Germany and Poland to understand the scope for energy efficiency improvements and decarbonisation. Subsequent footprints have been completed at an organisational level for 2023 and 2024 for the whole Watershed Group to track emissions across Scope 1, 2 and 3. The continued improvement of reporting and accounting within the organisation highlights its commitment to taking climate action.

The main emissions hotspots identified by these analyses indicated fuels used for heating and transportation, and electricity provide an opportunity for decarbonisation across all sites in terms of Scope 1 and 2. Another significant source of emissions for the Watershed Group is raw materials, due to the nature of operations.

The carbon footprint assessments have highlighted opportunities to reduce carbon within the organisation's operations, with several projects identified including solar panel installations, exploring biofuel replacements for fleet vehicles and working with suppliers to understand the specific emissions associated with the raw materials used in the label manufacturing process.

Watershed continues to review opportunities for decarbonisation across the sites and is committed to continuous improvement in terms of energy efficiency and decarbonisation technologies.



2.1 POLICIES AND INITIATIVES

2.1.1 Environmental Policy

Watershed established its Environmental Policy in 2024 to codify its commitment to maintaining, improving, and protecting the natural environment by embedding environmental considerations into its operations and processes. The Environmental Policy is publicly disclosed on the Watershed website and transparently reflects the Watershed Group’s approach to the management of waste, water, energy, sustainable sourcing, and its products within the circular economy.

2.1.2 Energy and Emissions

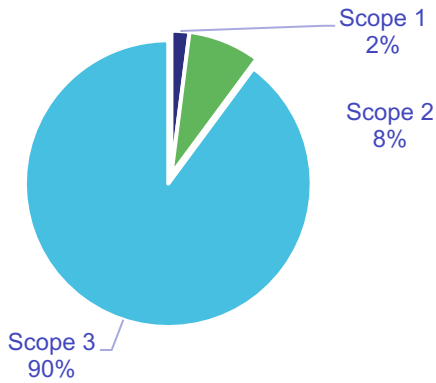
Watershed Group engaged Climeaction to complete a comprehensive carbon footprint analysis in 2023 and 2024 that is designed to be replicated each year to identify progress and challenges

The figures below outline the carbon footprint for 2024.

Emission Scope	Category	Sub-category	Total Emissions (metric tonnes CO2-e)
Scope 1	Direct Emissions	Stationary Combustion	106
	115	Mobile Combustion	9
		Process Emissions	-
		Fugitive Emissions	-
Scope 2		Indirect Emissions from Purchased Energy	Electricity
	464	Heat	-
		Steam	-
		Cooling	-
Scope 3	Other Indirect Emissions	Purchased Goods & Services	4,026
	5,139	Employee commuting	405
		Waste Generated in Operations	260
		Fuel and Energy Related Activities (not included in Scope 1 or 2)	253
		Upstream Transport & Distribution	112
		Capital Goods	77
		Business travel	6
Total Emissions			5,718

2.1 POLICIES AND INITIATIVES

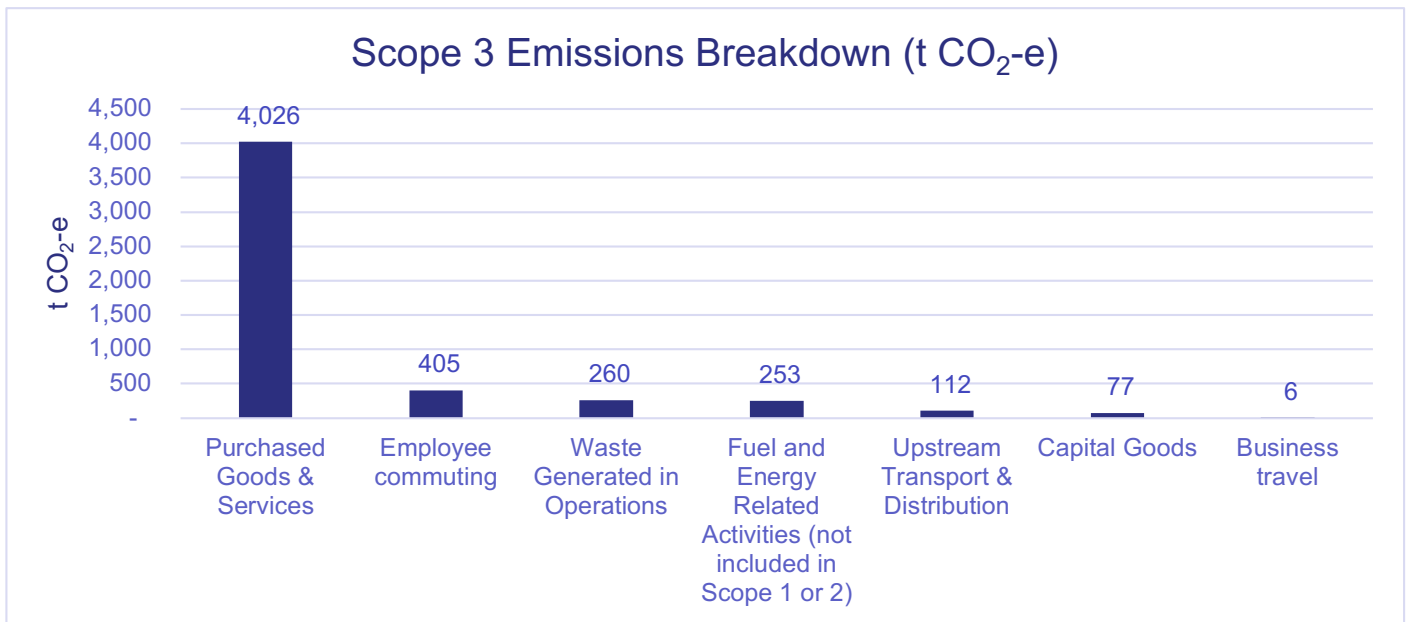
GHG Inventory Summary



Watershed Group's carbon footprint is primarily Scope 3 emissions, as is typical for a manufacturing facility.

Scope 3 emissions arise from any indirect activities that are not specifically measured in Scope 1 or Scope 2.

These activities include Purchased Goods & Services which is the primary source of emissions, Upstream Transport & Distribution, Employee Commuting and Waste Generated in Operations.



This carbon footprint analysis provides indication of where to focus efforts to decarbonise the organisation. Watershed Group is committed to continuously reviewing its impact in terms of carbon to improve and reduce where possible and is proud to have reduced its emissions since the inaugural carbon footprint completed in 2023.



2.1 POLICIES AND INITIATIVES

Table 1: Emissions Difference Between 2023-2024

Emissions Source	2023	2024	Change
Scope 1	113	115	2% increase
Scope 2	937	464	50% decrease
Scope 3	4,941	5,139	4% increase
Total Footprint	5,991	5,718	5% overall decrease

Watershed Group's emissions reduction targets are as follows:

- 50% reduction in Scope 1 emissions by 2030 from a 2023 baseline.
- 100% reduction in Scope 2 emissions by 2030 from a 2023 baseline.
- 20% reduction in Scope 3 emissions by 2030 from a 2023 baseline.

Watershed Group aims to align with Science Based Targets which will further enhance the current emission reduction targets as outlined in this report.

2.1.3 Water

Watershed Group is committed to water as a human right and is proud to prioritise the need to manage water use responsibly. Although no Watershed sites or operations are located in water-stressed areas, we actively strive to minimise consumption and maintain a high quality of wastewater leaving our facilities.

2.1.4 Waste

Watershed strives to be a leader in waste reduction and management. While our manufacturing processes generate minimal hazardous waste, we are firmly committed to full compliance with applicable local, national, and international hazardous waste regulations. Each Watershed site that handles hazardous waste or materials must maintain local policies that meet or exceed the regulatory requirements of the region in which it operates. At our site in Dublin, robust waste mapping has already been implemented, and we plan to roll out our waste assessment processes to our other locations in 2026.

2.1 POLICIES AND INITIATIVES



Table 2: Watershed Group Waste Streams

Waste Origin	Recyclability	Stream	Process
Unprinted label stock Self-adhesive paper and backing	Unprinted label material is recyclable under controlled treatment	Recycle	Material from our primary supplier is returned to the supplier. The supplier may also accept material from other suppliers.
	Some specialist label material is of a low quantity – specialist treatment is not viable for Watershed Group	General Waste (Incineration)	Collection by waste contractor Incinerated waste from Watershed Group provides power for electricity generation.
Printed label stock	Printed label stock is not recyclable	General Waste (Incineration)	Collection by waste contractor Incinerated waste from Watershed Group provides power for electricity generation.
PE / PP Film Printed and Unprinted	100% recyclable	Recycle	Collection by waste contractor – sort for recycle
Paper and cardboard Protective Wrapping - Incoming Materials Office Recycling	100% recyclable	Recycle	Collection by waste contractor – sort for recycle
Plastic – various types Protective Wrapping - Incoming Materials	100% recyclable	Recycle	Collection by waste contractor – sort for recycle
Water Based Ink Containers	100% recyclable	Recycle	Collection by waste contractor – sort for recycle
Wood Damaged pallets	Though recyclable, volumes are too small to justify a separate stream	General Waste (Incineration)	Collection by waste contractor Incinerated waste from Watershed Group provides power for electricity generation.
Paper, plastic bottles, cartons etc., Office, canteen etc.	100% recycle	Recycle	Collection by waste contractor – sort for recycle
Hazardous Substances Waste Inks, Varnish, Wash-off Cleaning Cloths	Potential hazardous	Not directly recyclable	Collection by specialist waste handling for treatment and recycling
General Domestic Waste Food etc.	Bio waste etc.	General Waste (Incineration)	Incinerated waste from Watershed Group provides power for electricity generation.
Electronic (E-Waste)		WEEE Recycling	Brought to WEEE recycling centre
Printer Cartridges Digital press	Potentially hazardous		Used cartridges at digital press are returned to the supplier for treatment / recycling
Printer Cartridges Offices printers	Potentially hazardous		Used cartridges at digital press are returned to the supplier for treatment / recycling
Batteries	Potentially hazardous	WEEE Recycling	Collated and brought to WEEE recycling centre
End of Life Machinery & Equipment	Generally, machines are released while still operational		Sell for reuse or disposal by specialist machine resell contractor



2.1 POLICIES AND INITIATIVES

2.1.5 Product Sustainability and Circularity

Watershed Group continuously supports the circularity and sustainability of our products. We have partnered with Avery Dennison to create an App which enables companies to recycle their waste liner for reuse. This initiative provides companies with a measureable carbon footprint reduction reading to support them to reach their sustainable targets. As Watershed's largest material supplier, the initiatives launched in partnership with Avery Dennison form the foundation for all of Watershed's future material purchases.

With Avery Dennison, Watershed Group has:

- Ensured that all products are sourced responsibly and in alignment with the Forest Stewardship Council certification from renewable sources.
- Reduced product materials by sourcing lighter versions of specific products.
- Embedded recyclability into all material sources, and allocated products and product waste to the correct recycling streams.
- Increased the percentage of recycled content in material production, particularly from post-consumer and post-industrial waste.

The Watershed team actively promotes opportunities for our customers to choose materials with the highest recyclable and sustainable content.

2.2 2025 GOALS AND TARGETS

Watershed Group's work on its energy and carbon impact since 2021 has identified several opportunities for the company to enhance its sustainability performance and reduce emissions. Building on the completed assessments, Watershed is aligning with the Science Based Target Initiative to formalise its carbon reduction goals. Watershed Group has installed plans to opt for renewable providers and will continue to roll this out across all our facilities in 2026.

As raw material is a significant portion of the organisation's impact, Watershed Group aims to explore opportunities for increasing recycled content within products and packaging, embedding the circular economy, and engaging employees from across the organisation on resource efficiency.



A man with glasses and a plaid shirt is looking at a large architectural drawing on a table. The image is overlaid with a blue gradient. The text "COMMUNITY AND SOCIETY" is centered in white, flanked by two vertical green lines.

COMMUNITY AND SOCIETY

3 COMMUNITY AND SOCIETY



Watershed Group is committed to protecting the rights of workers throughout its own workforce and value chain, as well as the rights of communities impacted by Watershed’s operations or activities. Watershed is proud to provide a safe and respectful working environment.

3.1 Policies and Initiatives

Watershed Group has a suite of policies in place to establish and protect its commitment to human rights and worker protections. The company’s social policies are publicly disclosed on the Watershed company website and include:

- Core Labour Requirements Policy
- Social Responsibility policy
- Ethical Policy Statement
- Equality Policy
- Child Protection Policy
- Anti-Slavery and Trafficking Policy

Our policies are in place to protect diversity and equity, codify the company’s code of conduct for employees and suppliers, and ensure that the organisation conducts its business responsibly, transparently, and ethically.



3.2 WORKPLACE ENGAGEMENT

The personnel who make up the Watershed Group workforce bring varied technical expertise, industry knowledge, professional backgrounds, diverse cultural experiences create a rich company culture of innovation, respect, and growth. We are committed to nurturing our talent from within our employees, building a team culture of quality and excellence, and providing competitive pay, benefits, and recognition initiatives.

Watershed Group has established several initiatives in support of workforce engagement and development. Watershed's activities are in service of four main goals:

1. Employee Recognition and Acknowledgement
2. Transparent Communications and Information-Sharing
3. Worker Feedback Mechanisms
4. Professional Development and Training

3.2.1 Training and Development

Watershed Group continues to invest in the growth of our employees by offering continual learning opportunities to support their professional development and ensure their health and safety. Employees also receive specialised training for each of our distinct machineries.

3.2.2 Health and Safety

Watershed Group is committed to protecting the health and safety of its employees, contractors, and suppliers. All employees are treated with equal respect and compassion regardless of geographic location, gender or organisational tenure. Each facility complies with local or national laws and regulations.

3.2 WORKPLACE ENGAGEMENT

3.2.3 Compensation, Benefits and Recognition

Watershed Group offers many resources and benefits for its full-time employees, including:

- Medical, dental, and vision plan options
- Annual holiday and sick leave

We encourage a strong culture of internal growth and professional development for our staff across each of our sites. A significant percentage of our long-term employees have been regularly promoted over the course of their careers at Watershed and have developed their skills from entry-level positions to executive leaders.

For example, at the Watershed Etiko Site in Poland Pawel Przybysz began his journey with Watershed Group in 2022 as Production Manager. In the years since he first joined the organization, Pawel has risen to become the General Manager of the entire site and a leader of more than fifty individuals. Pawel is just one example of our workers, and we take great pride in their mentorship, our employee investment, and professional growth of all our teams.





3.3 SUPPLIER ENGAGEMENT

Watershed Group expects our suppliers to be transparent about their practices related to the environment, human rights, community impact, and risk mitigation. We are committed to the practice of responsible and ethical sourcing wherever possible and seek to source from suppliers that share our values of transparency, sustainability, and ethical operations.

3.3.1 Supplier Code of Conduct

Watershed Group established its Supplier Code of Conduct in 2024 to outline the expectations and requirements of suppliers across environmental, social, and governance topics. Watershed requires its suppliers to meet specific thresholds related to human rights, environmental performance, and responsible business including climate change and energy, waste and resource management, community engagement and development, and business ethics. The Supplier Code of Conduct is publicly disclosed on the Watershed website.

3.3.2 Supplier Engagement

Watershed Group has adopted a phased, prioritised approach to supplier engagement that supports the company's overall goals. This approach includes mapping suppliers by function, expense, and criticality to operations as well as prioritising mapped suppliers based on importance and ESG maturity. Tangible components of the supplier engagement strategy were designed to incorporate annual ESG data collection, supply chain due diligence and responsible business best practice, and established two-way communication channels.

3.3.3 Due Diligence and Risk Assessment

Due diligence encompasses the practices and procedures used by Watershed to assess the degree to which a current or potential supplier is sustainable, ethical, and responsible. When initially selecting suppliers for partnership, this takes the form of established selection criteria that align with environmental, social, or business goals. With existing suppliers, this engagement manifests as the establishment of a supplier feedback mechanism and the acknowledgement of supplier expectations and responsibilities.



3.4 COMMUNITY ENGAGEMENT

Watershed Group pursues community engagement through three primary channels: direct outreach and financial support, skills-based volunteering, and charitable partnerships. Direct outreach and giving includes a company-wide employee donation matching scheme, volunteering days, and other targeted interventions within the community. Skills-based volunteering allows the Watershed Group to leverage its expertise and operations in service of local groups and events, and Watershed proudly engages in charitable partnerships through athletic sponsorships and annual giving.

3.5 2025 Goals and Targets

Beginning in 2026, the Watershed Group plans to undertake a series of strategic analysis to better support and inform engagement with employees, suppliers, communities, and stakeholders. Watershed partnered with Climeaction in 2024 to develop a robust stakeholder engagement strategy with specialised programs and targets for employees, suppliers, and local communities. Implementation of the new stakeholder engagement strategy began in 2025 and will continue into 2026.

Additionally, Watershed Group will leverage pay-specific analyses to ensure gender parity across the organisation and determine the financial difference between the highest paid executive and median employee pay. The Watershed Group is committed to paying all employees a living wage and will undertake a comprehensive living wage analysis in 2025/2026.

A person in a white lab coat is seated at a desk, looking at a computer monitor. The monitor displays a dashboard with various data visualizations, including a line graph and a bar chart. The text 'SCN/N1' is visible on the top right of the monitor. The entire image is overlaid with a blue tint. The word 'GOVERNANCE' is centered in white, flanked by two vertical green lines.

GOVERNANCE



4 GOVERNANCE



Watershed Group implemented ethical and responsible corporate governance practices in service of the long-term interests of our stakeholders, shareholders, customers, and the public trust.

4.1 Governance Structure

Watershed Group Board of Directors is small but comprised of experienced leaders with deep industry knowledge in industries relevant to the company. The Board has oversight of long-term strategic planning, capital allocation, environmental stewardship and sustainability, risk assessment and due diligence, and general enterprise risk management.

4.2 Policies and Initiatives

Watershed Group has a suite of policies in place to establish and protect its commitment to responsible and ethical business. The company's governing policies are publicly disclosed on the Watershed website and include:

- Core Labour Requirements Policy
- Social Responsibility (CSR) Policy
- Ethical Policy Statement
- Whistleblower Policy

Our policies are in place to protect whistleblowers, identify and prohibit acts of corruption and bribery, and establish the requirements and mechanisms for ethical business conduct and transparent reporting.



4.2.1 COMPLIANCE AND CORPORATE INTEGRITY

Watershed Group takes regulatory compliance, responsible business, and corporate integrity extremely seriously. All employees are trained annually on compliance requirements and can report grievances directly or anonymously at any time through the company's established reporting channels.

4.3 2025 Goals and Targets

Beginning in 2025, Watershed Group plans to undertake a series of strategic developments to better support and inform responsible business, due diligence, and good governance. Watershed Group is exploring opportunities to streamline and strengthen established policies and further align with international best practices and employee pay. Watershed Group is committed to paying all employees a living wage and will undertake a comprehensive living wage analysis in 2026.

5 ESG DATA TABLE



Category	Metric	Unit of Measure	Target	2024 Value	2023 Value	Notes / Comments
Environmental	Total Natural Gas Consumption	MWh	50% reduction by 2030 from a 2023 baseline	78	78	No change
	Total Fuel Oil Consumption	MWh	100% phase out by 2030	323	323	No change
	Total Diesel Consumption	MWh	75% reduction by 2030	30	23	Increase in km travelled in company owned vehicles from 2023
	Total Electricity Consumption	MWh	10% annual reduction	1,823	2,055	Decrease from 2023
	Renewable Energy Usage	%	100%	0%	0%	By 2030
	Scope 1 GHG Emissions	tonnes CO ₂ e	50% reduction by 2030 from a 2023 baseline	115	113	Direct emissions from owned sources. Increase in diesel.
	Scope 2 GHG Emissions (market-based)	tonnes CO ₂ e	100% by 2030	464	937	Purchased electricity, heating, cooling
Scope 3 GHG Emissions	tonnes CO ₂ e	20% by 2030 from a 2023 baseline	5,139	4,941	Key categories only (e.g., Purchased Goods, Logistics) - increase in employee commuting and increase in fuel and energy related activities	

5 ESG DATA TABLE



Category	Metric	Unit of Measure	Target	2024 Value	2023 Value	Notes / Comments
	Waste Generated	tonnes	25% reduction by 2030 from a 2023 baseline	896.4	896.4	Waste per site
	Waste Recycled	%	25% by 2030	25	25	
	Water Withdrawal	m ³	20% reduction by 2030 from a 2023 baseline	4,431	4,431	By source (municipal, groundwater)
	Environmental incident/violation	Count	0	0	0	
	Contamination incident/violation	Count	0	0	0	
	Wood/wood-based primary supplier products sourced from certified sustainable sources	%	100%	100%	100%	
	Recycled Raw Materials	%			49	Percentage of total raw materials
Social	Total Employees	#	140	130	130	Full-time, part-time, contractors

5 ESG DATA TABLE



Category	Metric	Unit of Measure	Target	2024 Value	2023 Value	Notes / Comments
	Employee Turnover Rate	%	<10	10	4	Voluntary and involuntary
	Total Female Employees	%	35%	42	40	
	OH&S Accident/Incident		0	0	0	Bi-monthly review
	Training Hours per Employee	hours	8	6	5	Average
	Employees with Personal Development Plans	%	100	100	100	Percentage of total workforce
	Executive Leaders Promoted Internally	%	33	33	33	Percentage of executive team that was promoted to leadership from within
	Average weekly working time	Hours	<40	<40	<40	Average
	Health & Safety: Lost Time Injury Frequency Rate (LTIFR)	rate	0	0	0	Per 1,000,000 hours worked
	Community Investment	€	€40,000	€30k	€25k	Donations, volunteering, sponsorship
Governance	ESG Oversight at Board Level	Y/N	Y	Y	Y	Board committee or designated role
	Code of Conduct Violations	#	0	0	0	Reported and substantiated

5 ESG DATA TABLE



Category	Metric	Unit of Measure	Target	2024 Value	2023 Value	Notes / Comments
	Anti-Harassment and Discrimination Training Coverage	%	100	100	100	Annual mandatory training for all workers
	Conflict of Interest Training Coverage	%	100	100	100	Annual mandatory training for all workers
	Business Ethics Training Coverage	%	100	100	100	Annual mandatory training for all workers
	Anti-Corruption Training Coverage	% employees trained	100	100	100	Annual mandatory training
	Discrimination or Harassment Incidents	#	0	0	0	Reported and substantiated
	Code of Conduct Violation Corrective Actions	#	0	0	0	Implemented for substantiated incidents
	Corruption Incidents	#	0	0	0	Reported and substantiated
	Corruption Corrective Actions	#	0	0	0	Implemented for substantiated incidents
	Women in top management	%	33	33	33	One third of the Board
	Major Supplier ESG Screening	% of major suppliers	100	100	100	Based on ESG criteria or audits

5 ESG DATA TABLE

Category	Metric	Unit of Measure	Target	2024 Value	2023 Value	Notes / Comments
	Product Recall/Withdrawal	Count	0	0	0	
	Information Security Risk Assessments	Annual Completion	Yes	Yes	Yes	
	Sites covered by IT Security Risk Assessment	%		60		Three of five sites covered
	Product Returns	Count	0	0	0	
	Process Non-Compliance	Count	<5	0	0	
	Customer Complaint Non-Compliance	Count	<10	6	13	
	Key Material Supplier Non-Compliance	Count	0	1	1	
	Turnover/Sales Growth	%	--	5	7	
	Key Customer Retention	%	100	100	100	
	Annual BRC Grade Certification	Grade	AA	A+	AA	Issued annually
	Annual ISO 9001 Certification	Certification	Yes	Yes	Yes	
	Annual FSC Certification	Certification	Yes	No	No	Major suppliers all have achieved FSC Certification



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