People continued

We recognise the success of our people in a variety of different ways. Different people feel rewarded in different ways. Recognition can be anything from a simple thank you from a colleague, to a success story published on the Smurfit Kappa intranet.

Our key objectives for our Rewards Policy is to:

• create a framework to enable the Group to attract and retain talented employees;
• motivate employees at every level of the organisation to achieve the Group’s strategic objectives and;
• provide competitive rewards and benefits that are clearly linked to performance.

Fair Pay, Compensation and Benefits

We provide competitive rates of pay to ensure fair compensation benefits across all our locations. We apply the ‘same job, same pay’ principle, and our objective is to ensure fair and sustainable Collective Labour Agreements. Employees are rewarded with their individual and business performance.

Wherever possible, we engage with unions, works councils and employee representatives to ensure fair and sustainable collective labour agreements. 

Smurfit Kappa provides a range of employee benefits such as paternal leave within local legislations and, depending on our countries, pensions and life insurance form an integral part of the remuneration packages.

The Group ensures that positive employee and trade/union relations are maintained to ensure fair and sustainable Collective Labour Agreements. In setting our rewards packages, Smurfit Kappa takes into consideration the employee performance, external benchmark data for their role in companies of similar size and scope, while also ensuring internal equity within the Group.

We are increasingly looking at total rewards when benchmarking our remuneration levels. The overall rewards package is aimed to help meet both short and long-term financial needs. We apply the ‘same job, same pay’ principle, and do not gender-discriminate on salary, benefits or other consideration.

Everyone Can Make a Difference // Global

Advanced Management Development (AMD), part of the Smurfit Kappa Academy is one of the global training and development programmes we offer our employees.

The Academy has been developed to complement many local programmes, held across all sites, which are tailored to meet local needs.

Each year, the AMD programme delivers five Group-designed projects to help participate’s learn about teamwork, project management, and leadership, as well as delivering fresh ideas for the Group to implement. Each project group is made up of colleagues from around the world, working in different functions and nationalities, bringing together unique, individual and collective perspectives to the projects they work on. In 2019, one project focused on Inclusion and Diversity.

Luis Alvarez from Mexico and Elisa Romanello from Italy worked with their project team, whose other members were from Colombia, Poland and Belgium, to present a plan for how the Group can continue its focus on Inclusion, Diversity & Belonging programme. The idea was to find ways to ensure the Company and all of its employees find ways to benefit from the opportunities Inclusion and Diversity offer.

“We have a very diverse workplace,” explains Luis. “So the challenge was to encourage inclusion and belonging within the Group.” Elisa continues. “Because gender is such an issue in our industry, we tend to focus exclusively, and we needed to get beyond this. Working with a team of five UK colleagues from all regions was a great opportunity to listen to and appreciate different perspectives, and see the value of a really diverse group working together.”

The team concluded that diversity is a continuous journey, with every SK employee having a role to play. Elisa explains: “An effective way to educate about Inclusion, Diversity & Belonging is to be open to others’ stories and listen to their opinions, no matter what their background, gender, sexuality or abilities.”

The project team recommended that everyone questions their own openness to listening to others, to ensure it becomes part of their ways of working. They also proposed a four-stage approach for the management to implement, including: awareness-raising, Executive Diversity Committee, reviewing ways of working and improving our diversity data. Their project was well received by the executive team and will be incorporated into the work the Group will do over the coming year in the annual Inclusion, Diversity and Belonging report.

“The AMD programme and our project have been an excellent way of learning about ourselves and how we can become better leaders,” concludes Luis.

Human Library – Building Tolerance and Understanding // UK

Understanding and tolerance of different people is at the core of Smurfit Kappa’s EveryOne Inclusion and Diversity programme.

In its 2019 Management Conference, Smurfit Kappa UK facilitated a ‘Human Library’ event. The event was attended by 140 managers across the SK UK operations. In keeping with the conference theme ‘Working Together, Delivering Together’, the objective of the Human Library event was to bring to life the Inclusion and Diversity agenda in a surprising and engaging way.

Human Library, an international organisation that first started in Denmark in 2000, which aims to address people’s prejudices. Eighteen ‘books’ from the Human Library were invited to the SK UK Management Conference, and the delegates were given an opportunity to have three readings, or in-depth conversations, with the ‘books’ to explore topics such as race, being a refugee, having an addiction, sexual orientation, and political views, amongst other topics. Delegates found the sessions highly thought-provoking, challenging and engaging.

“For us, this was an efficient and interesting way to bring inclusion and diversity to the attention of our managers,” explains Trudy Rush, HR Director, SK UK. “We are very pleased to have been able to use a creative way to introduce a topic that may challenge people and their thoughts.”

The Human Library works with experts who are called books, who represent different experienced prejudices. Eighteen ‘books’ from the Human Library were invited to the SK UK Management Conference, and the delegates were given an opportunity to have three readings, or in-depth conversations, with the ‘books’ to explore topics such as race, being a refugee, having an addiction, sexual orientation, and political views, amongst other topics. Delegates found the sessions hugely thought-provoking, challenging and engaging.

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Number of managers that participated in the Human Library event

140

“...For us, this was an efficient and interesting way to bring inclusion and diversity to the attention of our managers”

Trudy Rush
HR Director, SK UK