

People continued

Safety and well-being

The well-being of our staff is something we take very seriously. Health and Safety comes as the most material topic that Smurfit Kappa has in the area of Corporate Social Responsibility.

Having our products produced in a safe and healthy environment is important to all of our stakeholders, especially our employees, their families and the communities where we operate.

Health and Safety in the workplace actually starts at home, it is a mindset. At Smurfit Kappa, we are working towards the ambition of instilling 'safety first' thinking, so deep in the company culture that we eventually remove all serious accidents from our operations. Therefore, our Health and Safety focus is 'Safety for Life' and our message is that every Smurfit Kappa employee must return home safely to their families.

This concept applies equally not only to our own employees but also to contractors, sub-contractors and anybody visiting our sites.

Our Health and Safety community has identified six high-risk areas for which specific tools have been developed to promote safe choices at work. The areas are: Energy Isolation, Contractors and Visitors, Contact with Moving Machines, People and Vehicle Interactions, Warehouse and Backyards, and Working at Heights.

Health and Safety Policy

We are committed to continuously reviewing and improving our Health and Safety practices and performance, to progress towards our vision. We know that doing the right things in the right way, with integrity and respect, is necessary to engage our employees and create a successful business based on trust.

Smurfit Kappa has a structured approach to Health and Safety, through which we continually improve our safety performance. It is our policy to:

- promote a culture of openness, involvement and dignity in the workplace; we are all responsible for each other's Health and Safety;
- provide constructive feedback to success and setbacks in equal measure. We care for our employees and expect them to care for each other, by speaking up when noticing anything they feel is unsafe;
- review workplace incidents so there is consistent reporting, investigation and, where appropriate, identification of improvement opportunities that strengthen our Health and Safety management systems;

- comply with all applicable legal requirements and implement good Health and Safety practice by effective deployment of our Health and Safety Management Systems;
- ensure that all operational managers take responsibility for Health and Safety implementation, communication and compliance;
- foster a work environment where every member of the workforce understands their role in Health and Safety, and delivers on their individual responsibilities;
- ensure that our employees and contractors are trained to work safely; and
- have processes in place to identify Health and Safety hazards so that risks are assessed and minimised to acceptable levels, to prevent the occurrence of injury and ill health to our employees, contractors, partners and visitors.

Safety Conversations

As part of our Safety for Life initiative, in 2019 we launched an extensive internal safety campaign titled 'Safety Conversations'. The campaign showed our people at work and at home, serving to remind everyone how important it is to get

home safely from work every day. Its objective was to progress and further embed our safety culture and ensure we are all looking out for each other.

Safety conversations are part of daily work and they help build relationships and morale. Talking safety can empower people to take personal responsibility for their own safety and that of their colleagues. When safety conversations become an instinctive part of our employees' everyday lives, we will be well on our way to delivering on our aspiration that at Smurfit Kappa everyone goes home safely every day.

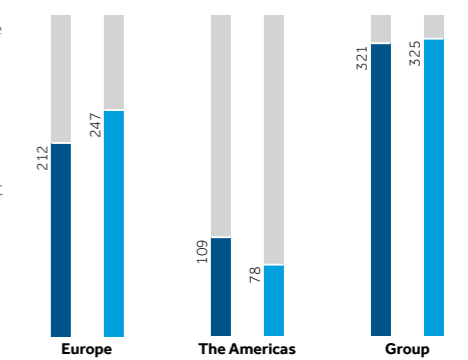
Progress in 2019

In 2019, our global Health and Safety performance continued the positive trend set in recent years, achieving a 17% reduction in TRIR compared with 2018. There are focused safety improvement plans and strategies across our business that

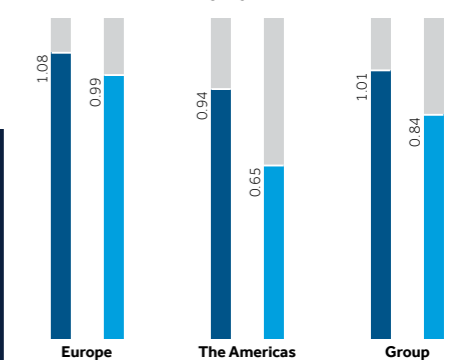
have proved to be effective in delivering stronger performance. It is notable that this is the second full year that our primary measure of performance was TRIR – we changed in the knowledge that achieving 'zero' will be more progressive.

A specific initiative for 2019 was to focus on managing higher-level risks within our business, the ones that have been identified through incident investigations and external industry research that have the potential to cause significant injuries. We also paid specific attention to the mental health of our people, as a Health and Safety factor. Despite our ambition to have all our employees, contractors, sub-contractors and anybody visiting our sites to return safely to home from work on our premises, we regrettably had three sub-contractor fatal injuries in 2019. These happened in the Piteå mill in Sweden, the Anzio plant in Italy, and the Forestry Operations in Colombia.

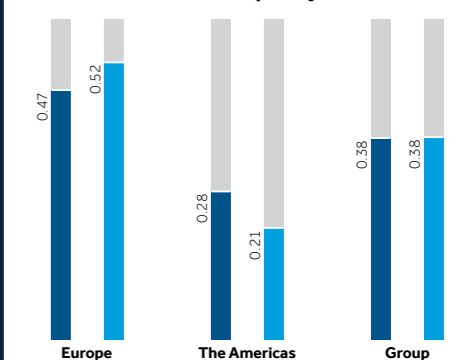
Number of Accidents



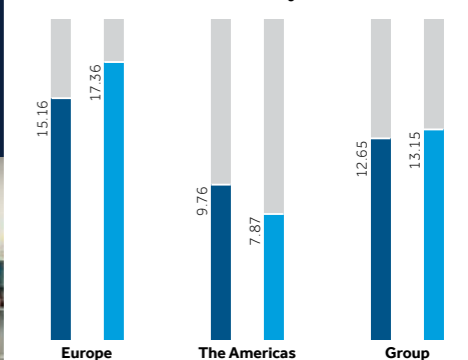
Total Recordable Injury Rate



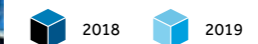
Lost Time Accident Frequency Rate



Lost Time Accident Severity Rate (%)



Key



Lifeline – Communicating Health and Safety // North America

Lifeline is an interactive, two-way communication tool that takes ideas and concerns from workers at sites.

"Smurfit Kappa takes employee safety very seriously – our worldwide initiative, Safety for Life, demonstrates that," says Greg Marino, Health, Safety and Environment Director, North America, "but some incident types keep repeating – for example, contact with in-running nip points. We needed a way of making sure employees engage with safety information in a meaningful way, and that it wasn't just another briefing or report. That's why the team, led by our HSE Graduate Management Trainees, partnered with the SKNA Communications department to develop Lifeline".

Lifeline is an interactive, two-way communication tool that takes ideas and concerns from workers at sites, incident trends and SKNA corporate initiatives, and turns them into safety concepts. The bulletin transforms these concepts into eye-catching visuals which, in turn, facilitates dialogue between employees and supervisors on the shop floor. "Many people are visual learners," explains Greg, "A graphic on a large corrugated display can reach many more people – and is much more memorable – than a four-page report."

The materials are developed by HSE and Communications teams, and each facility discusses how to use them, so they have

ownership of the final message. They may decide to put them in highly trafficked areas, or feel that a more detailed message requires formal training. Typical topics include hand safety, accident-reporting, lockout-tagout procedures and the SKNA Martor knife initiative.

"Because the plant-level implementation is so adaptable, the facilities take it up enthusiastically," explains Greg. "They find creative ways of displaying and communicating it to their employees, giving them still further ownership of the message."

Lifeline goes out a minimum of four times a year. "Our mission is to be ahead of the curve – get the message out before it happens," says Greg. "For that reason we'd like Lifeline to be more frequent. Many requests come in from plants and mills that help us inform the bulletins – we get much better buy-in that way."

"Lifeline is one of many SKNA initiatives that has contributed to our cluster's 44% drop in safety-related incidents from 2018 to 2019. Our cluster is on the right path, but there's always more work to do to achieve a zero-incident culture."



Mental Health and Safety // UK

"Most of us know of someone with a mental health issue and are aware it can happen to anyone," says Jackie McDermott, Head of Engagement and Communication at Smurfit Kappa UK, "We all want to support, but often aren't sure how to."

Back in 2018, SK UK's Human Resources and Health and Safety teams worked together to form the SK UK Mental Health and Well-being Strategy. Whilst there was some confidential provision from the Employee Assistance Programme (Lifeworks), more was needed to provide in-house support. Nigel Elias, UK Health Safety and Environment Manager, says: "In our lives today there is a genuine need. Managers can be faced with a serious mental health issue and be unable to help, because we've tended to focus on safety, not health."

The strategy was launched in April 2019 with the full backing of senior SK UK managers. "People believed in it and wanted to be involved," says Jackie, "Almost 200

colleagues volunteered to be Mental Health First-Aiders and were taught how to spot early problems, approach people, create safe spaces, and signpost to appropriate services. The volunteers chose the green ribbon logo, and we supported with information posters, identifying them."

"As it's a confidential service, our first-aiders need support," adds Nigel, "So we set up a community site, and quarterly support calls to talk about issues." The Mental Health First-Aiders also set up 'Let's Talk' rooms on-site where people can talk about their problems in confidence.

The training, provided by 'Everyday People', started on International Labour Day 2019

and there are now 195 Mental Health First-Aiders, covering 90% of UK sites – with 10 sites having active Well-being Committees. Over 350 managers are now trained Mental Health Champions, focusing on how to spot problems and support staff.

"The initiative is already benefitting colleagues," says Jackie. "From April to December 2019, a significant number had received support from a Mental Health First-Aider – it's definitely helping to reduce stigma and allow colleagues to quickly access vital help."