



# People and Communities

## Developing People, Supporting Communities

Our long-term success depends on the engagement, wellbeing, and development of our people. We are committed to providing an inclusive, safe, and respectful workplace for our globally and culturally diverse workforce. This commitment extends beyond our operations to support the communities in which we operate and where we strive to create positive, sustainable social impact.



### In People and Communities, our priorities are:

#### People Values

We strive to foster an inclusive workplace where all employees feel a sense of belonging and are empowered to bring their authentic selves to work. We manage our business in line with our values of safety, loyalty, integrity, and respect. We believe that good social citizenship and mutual respect are fundamental to building and sustaining long-term value.

#### People Strategy

Our people strategy supports the delivery of long-term, sustainable value across our global operations. We focus on attracting, developing, and retaining talent, while providing opportunities for learning, career progression, and meaningful work across all stages of employment.

#### Health, Safety, and Wellbeing

Health, safety, and wellbeing are integral to our people strategy and a core Company value. We focus on personal responsibility, empowerment, and accountability, with the objective of ensuring a safe and healthy working environment for all employees. In addition to physical safety, we believe in the importance of supporting mental health and overall wellbeing.

#### Communities

We support the local communities across the 40 countries in which we operate. We are proud to invest in our communities and give back through volunteering our time, effort, and expertise, as well as through financial contributions made directly by the Company and via the Smurfit Westrock Foundation.



## People and Communities

Employees who find meaning at work are generally happier, more productive, and more engaged. We aim to create meaningful work with a broader purpose, while ensuring the health, safety, and wellbeing of our people at work. At Smurfit Westrock, being a part of our local communities is a big part of our company culture.

Formed through the combination of two companies with aligned sustainability ambitions, Smurfit Westrock employs approximately 97,000 people across 40 countries and 668 operating sites. Our people strategy reflects the scale and diversity of our workforce and is designed to support consistent standards globally, while remaining responsive to local needs and contexts.

Smurfit Westrock's HR strategy is based on the five pillars of: Talent Management; Employee Experience; Total Rewards; Inclusive and Safe Workplace; and Business Enablement Human Resources Information System ('HRIS') and Data. These include our focus on health, safety, and wellbeing; our commitments to employee relations, ethics, and compliance; governance and organization culture/values; and the evolution of our HR operating model, aligned to our new business model.

We approach being a responsible employer through 1) human rights such as inclusion and belonging in the workplace 2) working conditions 3) health, safety, and wellbeing 4) community involvement. This approach involves creating opportunities for work that is productive and delivers a fair income; security in the workplace and social protection for families; better opportunities for personal development and social integration; allows the freedom for people to express their concerns; empowers them to organize and participate in the decisions that affect their lives; and ensures equal opportunity for all.



### CASE STUDY

#### GLOBAL

## Growing Together. One Year as Smurfit Westrock.

In July, we marked the first anniversary of Smurfit Westrock. This was an important milestone in the integration of our global workforce and the development of our shared culture.

The first year represented a time of significant change, requiring colleagues across regions, functions, and operations to adapt to new ways of working while maintaining focus on safety and performance. Employee engagement and collaboration played a central role in supporting this transition, helping to establish the foundations of a unified organization.

To recognize the contribution of our people and reinforce a shared sense of purpose, the Company marked the anniversary with a globally aligned moment of appreciation led by senior leadership. A video message and digital 'thank you' card was shared with colleagues worldwide, emphasizing the role people play in shaping Smurfit Westrock's success.

The anniversary also reinforced key cultural priorities, including collaboration, innovation, and leadership at all levels. By linking reflection on the first year with a forward-looking message, the initiative supported employee alignment around the Company's long-term ambition and values.

The first anniversary served as both recognition and reinforcement, acknowledging the efforts of our people while strengthening engagement, belonging, and cultural cohesion across the organization.





### Social Citizenship and Respect

Inclusion and adherence to human rights are a core part of being a responsible employer. We focus on creating a safe and inclusive culture with equal opportunities for all. A failure to respect human rights and operate in an ethical manner puts the Company at risk of suffering reputational damage and other penalties.

Our Code of Conduct sets out our rules and principles, emphasizing legal compliance, ethical behavior, quality, and service. It applies to our Board of Directors, officers, and employees worldwide reflecting best practices and regulatory requirements.

Our approach to social citizenship focuses on respectful, responsible relationships with employees, business partners, and host communities. This is reinforced by our Social Citizenship and Respect policy and relevant other policies.

Transparency and accountability are key areas of being a good corporate citizen. In 2023, through a third party expert, Smurfit Kappa conducted a human rights assessment, focusing on a review of its policies and reporting. A similar assessment was carried out for WestRock in 2024. The assessment proposed both the development of new policies and the refining of existing policies with best practice frameworks where gaps were identified. Both of these assessments will support the development of Smurfit Westrock's human rights practices that continue into 2026. They will also support the Company's preparation for relevant legislative requirements such as the EU Corporate Sustainability Due Diligence Directive ('CSDDD').



### Attracting and Retaining Best Talent

One of the important areas of focus for Smurfit Westrock is attracting and retaining the talent we need for succession planning and leadership continuity. The risk of failing to attract and retain talent may lead to higher production costs and increased recruitment and training costs.

We prioritize physical and mental health, wellbeing, work-life balance, competitive rewards, and overall employee satisfaction - all of which strengthen our ability to attract and retain talent. Today's workforce values choice, purpose, agility, and flexibility, and we have adapted in an effort to meet these expectations through re-skilling, upskilling, recruitment, and engagement initiatives.

Our talent agenda aims to have the right people in the right roles at the right time to fill key positions. We invest in helping employees grow their careers, unlock their potential, and contribute to high performance while safeguarding our organizational values.

To attract top talent, we focus on our recruitment processes and flexible working arrangements to support work-life balance where appropriate. Local hiring is a critical part of our succession planning strategy.

We continue to strengthen our fair and competitive rewards and recognition programs to motivate employees at all levels and achieve strategic objectives.

Read more on pages 71-75 of this report.

## CASE STUDY

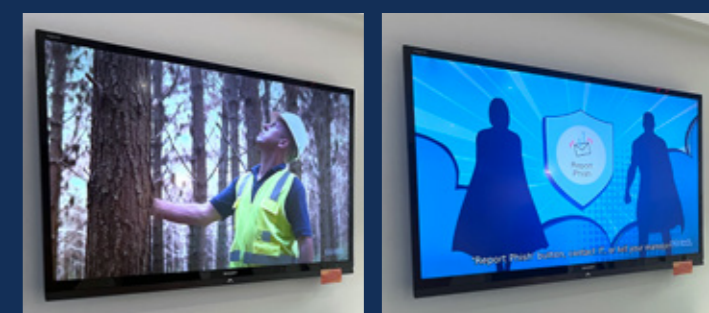
GLOBAL

### Enhancing the Employee Experience Through Unified Communications

Following the combination in 2024, one of our core priorities has been strengthening the employee experience by building a unified, connected culture across our newly combined organization. By unifying our communication systems, we had the opportunity to build a more connected culture, where all employees feel equally informed and included.

To address this, we launched the Unified Communications program - an initiative designed to simplify how employees access information, connect with leadership and each other, and experience the Company's values in action.

A key achievement during 2025 was the consolidation of internal broadcast email platforms into a single, secure system, supporting clear and consistent communication for all office based employees. We also expanded access to MySW, our employee app, transforming it into a central hub for news, resources, and two way communication. With desktop and mobile access in the 27 languages used across the organization, the app brings timely, relevant updates to both office and site-based teams, supporting a more inclusive and engaging experience across all locations.



In 2025, we also focused on implementing a connected digital signage network in our offices, sites and mills, bringing real time company information to employees who are not frequently on email or mobile devices.

These efforts are strengthening our shared culture, improving transparency, and helping every employee feel informed, connected and valued.

### Health and Safety Culture

The safety and wellbeing of our teams worldwide are central to how Smurfit Westrock operates. It is a core value, and we are committed to ensuring that every employee returns home safely each day.

We believe safety is non-negotiable, no task is so urgent that it cannot be done safely. This principle guides the actions of our employees, contractors, and subcontractors every day.

Fostering a health and safety culture across our operations has a positive impact on employee wellbeing, particularly in regions where local safety regulations are less stringent than Smurfit Westrock's standards. Proactive safety management is essential, as many employees work shifts operating large machinery and navigating complex logistics, which can increase health risks. Poor health and safety practices also carry financial risks for the Company.



Our safety culture is built on authenticity, empowerment, and accountability, focusing on our Safety for Life framework and its six high-risk areas: contact with machines; energy isolation; people and vehicles; materials and chemical handling; working at heights; and subcontractor/contractor management.

Read more on pages 76-79 of this report.

### Good Corporate Citizen

We are deeply committed to our communities and working closely with stakeholders within them. We encourage our local teams to connect with their communities through social and environmental initiatives. We create positive socioeconomic impacts in the communities where we operate by creating jobs, developing our people, investing in infrastructure, and supporting local businesses. Being a good corporate citizen can help develop trust with communities, foster open dialogue, and create goodwill among all local stakeholders, while also having a positive impact on the Company's reputation. We operate in regions where it is important to recognize the rights of Indigenous peoples. We collaborate with local Indigenous groups and the strength of our approach is supported by third party audits and relevant forest management certification.

Beyond our operations, Smurfit Westrock fully funds the Smurfit Westrock Foundation, a registered charity in Ireland, established to create positive and lasting change in the communities across the globe where Smurfit Westrock operates. In 2025, Smurfit Westrock published Our Open Community booklet, highlighting community projects from the year, which is available at [smurfitwestrock.com](http://smurfitwestrock.com).

Read more on pages 80-85 of this report.

## CASE STUDY

ARGENTINA

### Proyecto Leer

Thanks to the contribution of the Smurfit Westrock Foundation and in partnership with the Leer Foundation, a Comprehensive School Literacy Project was launched in Bernal, Argentina. This initiative aims to promote the development of reading skills among students in ten primary schools, fostering literacy in both early childhood and adolescence through greater access to books.

The project is a testament to the power of collaboration between business, non-profit organizations, and dedicated volunteers. By working together, they have helped transform classrooms into vibrant spaces for reading and imagination, giving thousands of children the tools to build a brighter future.

As a result, 4,500 children have benefited from improved literacy opportunities, demonstrating the lasting impact that employee engagement and community partnership can have on education.



## CASE STUDY



FRANCE

### Action Enfance - A New Playground for Children in Tigy and a Multi-sport Field in Chinon

Smurfit Westrock France supports Action Enfance across the country with initiatives that focus on child protection, education, and access to culture and sports for children from early childhood to adulthood who have been separated from their parents.

During 2025, with funding from the Smurfit Westrock Foundation, two inspiring initiatives brought fresh energy and joy to its communities in Tigy and Chinon.

In June, Tigy welcomed a colorful new playground, an imaginative and inclusive space where children can play, explore, and grow. More than just a play area, it has

quickly become a beloved part of daily life, fostering development, friendship, and lasting memories while strengthening community bonds.

In September, Chinon celebrated the opening of a multisport field. Designed for all ages and skill levels, it encourages physical activity, teamwork, and wellbeing. From casual games to organized events, it has already become a vibrant hub for connection and community life.

Together, these projects reflect our commitment to creating safe, supportive environments.



## People Values

We are committed to providing an inclusive and respectful workplace where all employees are treated fairly and with dignity. Our employment practices are guided by our values of safety, loyalty, integrity, and respect, and we uphold fundamental rights including non-discrimination, equal opportunity, and freedom of association. We believe that ethical people practices and mutual respect are essential to employee wellbeing and to creating long-term, sustainable value.

Smurfit Westrock promotes a safe, open, and respectful work environment grounded in meritocracy. The following principles and conditions are maintained in every country in which we have a presence in keeping with the application of principles from: the UN Global Compact ('UNGC') and Guiding Principles on Business and Human Rights, the Fundamental Principles and Rights at Work developed by the International Labor Organization ('ILO'), and the Organization for Economic Co-operation and Development Guidelines for Multinational Enterprises.

The Company monitors its compliance with the UNGC (see page 136 of this report). Our policy is to select the best person for a position, hiring locally where possible. A greater proportion of senior operational positions across the organization are held by local managers.

Smurfit Westrock unites approximately 97,000 people around the world. The majority of our workforce are permanent employees directly employed by the Company.

We are a truly diverse organization, spread across 668 sites in 40 countries, with 27 different business languages, and spanning four generations. The majority of our employees are operationally focused, operating machinery and working regular shift work within complex logistic frameworks.

## Respect

We treat one another with respect, demonstrated through our interactions with employees, business partners, and host communities. We foster a safe, inclusive environment where people feel valued, empowered, and able to thrive. Our priorities include employee engagement, development, and social support, providing fair treatment, non-discrimination, merit-based hiring and promotion, and effective communication.

## No Discrimination

We do not tolerate unlawful discrimination or any illegal labor practices in our business and employment. The types of characteristics protected by law vary across our global locations, and may include but are not limited to age, color, disability, gender, gender identity or expression, national origin, social background, political views, pregnancy, race, religion, and sexual orientation. As outlined in the Code of Conduct, our approach to social citizenship is focused on managing relationships with fellow employees, business partners, and host communities in a respectful and socially responsible manner.

## Working Fairly

Smurfit Westrock will not employ, in any capacity, any individual who has not reached the mandated school-leaving age and the minimum age set for employment in any country in which we operate. Smurfit Westrock strictly prohibits the use of all forms of forced labor, including prison labor, indentured labor, bonded labor, military labor, modern forms of slavery, and any form of human trafficking.

We do not tolerate forced labor or physical abuse within the Company or externally from our suppliers, contractors, subcontractors, and others with whom we do business.

Furthermore, we have implemented Company-wide self-assessments in each of our FSC-certified sites with reference to the ILO Declaration on Fundamental Principles and Rights at Work. The assessments are completed by the local operations themselves and audited as part of the FSC CoC audits.

Smurfit Westrock is subject to the provisions of the UK Modern Slavery Act. Our Modern Slavery Act Statement can be found at [smurfitwestrock.com/sustainability/download-centre](https://smurfitwestrock.com/sustainability/download-centre).

## Compliant Acquisition Practices

Our acquisition process includes due diligence of relevant policies and practices of the acquisition target.

Additionally, we examine the target's compliance with applicable laws. Our due diligence findings are considered as part of the acquisition.

## Freedom of Association and Collective Representation

We support our employees' right to join trade unions and for representatives to negotiate on their behalf. If freedom of association and collective bargaining are restricted, or employees do not want trade union membership, we work with them to establish mutually acceptable means of representation. Under our policies, employee representatives do not suffer any disadvantage or discrimination because of their role.

In many countries, Smurfit Westrock conducts formal employee consultations with local trade unions or works councils. Formal employee consultations include topics on working conditions, such as health and safety, minimum notice periods, training opportunities, and benefits not included in basic employment agreements.

## Rights of Indigenous Peoples

Smurfit Westrock operates within the framework of the law and with respect to the constitution and the UN declaration of the Rights of Indigenous People, including Free, Prior and Informed Consent (FPIC). We maintain our commitment to contribute positively to the communities where we operate and to support the development of all these communities, including the Indigenous communities, through our forestry and social initiatives. The Company also abides by the ILO Indigenous and Tribal Peoples Convention No. 169, which recognizes their human rights and aspirations to exercise control over their way of life, pursue economic development, and maintain and develop their identities, within the framework of the countries where they live.

## Ensuring Ethical Behavior

The Company has a well-designed compliance program that seeks to ensure ethical behavior. It includes risk assessments, policies and procedures, training and communications, a confidential reporting structure and investigation process, third-party due diligence, and integration of acquired entities into the compliance program. Several key aspects of the program are described below.

## Code of Conduct and Related Policies

The Smurfit Westrock Code of Conduct sets the principles for how the Company conducts business based on the three basic principles of compliance with the law, of ethical behavior, and of commitment to quality and service. It also describes the Company's non-retaliation policy and how to report concerns of misconduct, including through the Speak Up service. The Code of Conduct applies to our Board of Directors, officers, and employees. Employees may access the Code of Conduct on the intranet or through HR at their site.

The Company also has standalone policies in certain areas that supplement the Code of Conduct and provide more detailed guidance and procedures. For example, the Company has standalone policies that address competition, bribery/corruption, and sanctions, among others.

The Company spends significant resources training employees to help them understand the Code of Conduct and related policies. In 2025, over 23,000 employees participated in Code of Conduct training online. On site training was also delivered to our site-based workforce. The Company also provides annual competition law training for certain managers and market-facing employees. They are required to certify annually that they did not breach the Competition Law Policy in the prior year. Approximately, 11,000 employees received electronic training and 1,500 employees participated in live sessions. The legal department also conducts targeted trainings and ad-hoc presentations to support education and adherence to the Competition Law Policy, Anti-Bribery Policy, Sanctions Policy, and others.

## Reporting Concerns and the Speak Up Service

Employees and other stakeholders can report concerns of misconduct through direct supervisors, any manager or business leader, human resources, the legal department, or the Speak Up service. The Company strives to investigate all concerns of misconduct efficiently, followed by appropriate corrective actions and discipline, if appropriate.

The Speak Up service, provided by an independent third-party company, allows reports of potential misconduct to be made anonymously. The Company strives to keep all concerns as confidential as possible. The Speak Up service is always available to receive reports, which can be made by phone, email, or on the web. Contact information for the Speak Up service is posted at each site. Cases reported through the Speak Up service are hosted on a platform designed to be fully secure and General Data Protection Regulation ('GDPR') compliant. The Company reviews each case reported via the Speak Up service and routes it to appropriate personnel for investigation.

There are four categories of general issue types covered in the Speak Up service, they are: Respect; Integrity; Health, Safety & Environment; and Third-Party Issues. These categories include, but are not limited to, sub-categories of Bullying, Favoritism, Discrimination, Unfair Employment Practices, Alcohol and Substance Abuse, Harassment, Sexual Harassment, Retaliation or Retribution, Workplace Violence, Fraud or Theft, Conflicts of Interest, Bribery and Corruption, Financial Reporting, Competition Law and Antitrust, Securities and Insider Trading, and Data & Information Security. In 2025, a total of 1,022 cases were reported via our Speak Up service.

Of all reported cases, there were 319 substantiated cases, of which 260 were from the respect category, 32 were integrity matters, 20 were health, safety & environment, and 7 were third-party issues. All cases were fully investigated and resulted in 230 corrective actions or improvements to address substantiated cases. All substantiated cases were evaluated and it was determined that there were no material cases in 2025.



## CASE STUDY

GLOBAL

### Awareness to Support an Inclusive and Healthy Workplace

In 2025, Smurfit Westrock used strategic awareness-building initiatives to reinforce wellbeing as an essential component of a safe, respectful, and inclusive workplace. As part of this approach, we delivered a coordinated global World Mental Health Day campaign on October 10, 2025.

Our efforts were designed to raise awareness of mental health and wellbeing in the workplace, reinforce the importance of psychological safety and support, and encourage open, stigma-free conversations across the organization. Aligned with our EveryOne for an Inclusive Workplace framework, the campaign focused on helping employees feel recognized, supported, and respected, while increasing visibility of the resources available to support wellbeing and inclusion.

Implemented across all regions, the campaign reached both office-based and non-wired colleagues through multilingual digital communications and on-site materials, supporting accessibility across roles and geographies.

This initiative illustrates how Smurfit Westrock translates values into visible actions using global initiatives to promote consistency, normalize conversations around wellbeing, and embed care and respect into everyday employee experiences.

## CASE STUDY

GLOBAL

### Building Culture Through Connection

At Smurfit Westrock, our Global Academy development programs are not only an opportunity to support the capability building of future talent and leaders in our organization, they are also an important way to bring our culture to life in real and tangible ways. Following the combination, these opportunities have become even more important as we work to unify the cultures of two organizations and create the Smurfit Westrock culture.

One underlying principle shared across all our learning academy programs that supports this work is connection. We bring together diverse colleagues from across regions, divisions, and functions, and give them time to learn from one another and from senior leaders in both formal and informal settings. These interactions foster a sense of community, broaden perspectives, and create networks of support that last well beyond the programs themselves.

These connection points demonstrate our culture and values in action, and they serve as powerful moments to reinforce our shared ethos. Experiences like these enable participants in the Smurfit Westrock Academy programs to act as ambassadors of our vision and values when they return to their local businesses and teams.

In 2025, we were excited to run our first cohorts post integration for RISE, AMD, and Open Leadership. Welcoming colleagues from all parts of our legacy businesses was incredibly rewarding for everyone involved.





## People Strategy

People are central to the success of Smurfit Westrock. We believe everyone has talent, and our role is to enable individuals to reach their full potential and contribute meaningfully to business performance.

Our people strategy is built on developing our people to support business growth. It focuses on attracting, retaining, and rewarding talent, while unlocking the skills and potential of our workforce. Specifically, the strategy is designed to:

1. understand the organizational needs;
2. align people priorities with business ambitions;
3. strengthen succession planning to ensure the right talent is in place at the right time and location; and
4. deliver HR services and capabilities that meet current and future business requirements.

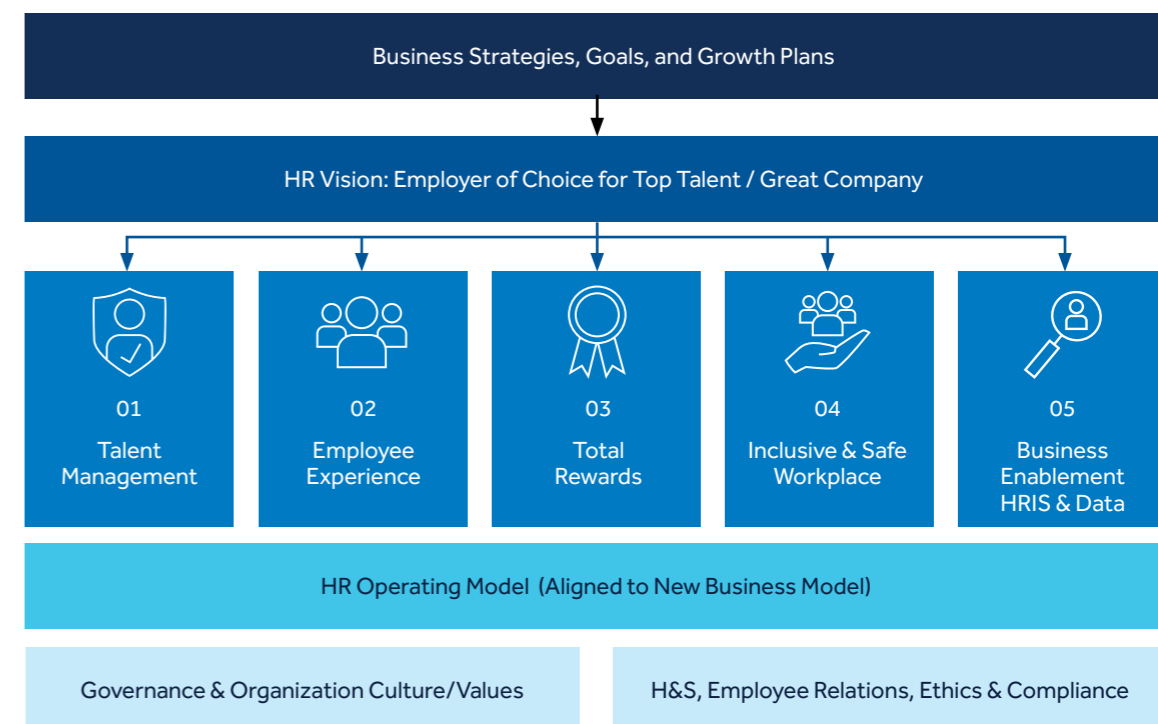
Our people strategy has five key pillars:

- Talent Management;
- Employee Experience;
- Total Rewards;
- Inclusive and Safe Workplace; and
- Business Enablement HRIS and Data.

These pillars are supported by our HR operating model that is based on governance, Company culture and values as well as health and safety, employee relations, and ethics and compliance.

Our goal is a fully aligned HR organization operating in a unified, consistent, and effective way. By achieving this we will support the Company's business strategies, goals and growth plans. At Smurfit Westrock we strive to be a great company that is the employer of choice for top talent.

## Our People Strategy



## People Development and Talent Management

Further supporting and developing the culture and practice of talent management in the organization is core to our success, and we recognize that this is what will drive future high performance and the continuation of the values and culture which are the cornerstone of our organization.

Additionally, focusing on talent by having the right succession plans in place will help us continue to fill key operational and strategic positions. This will help us deliver the right people with the right skill set for various roles as they arise.

We believe that no matter who joins our organization, at whatever stage in their career, our learning and development programs will equip employees with the skills and experiences that will be relevant long into the future. This focus on training is supported by ongoing performance and career conversations and 360 degree feedback for our senior teams. These are all aimed at supporting their work and personal lives, both within and outside of Smurfit Westrock.

### Key Developments 2025

Our talent agenda continues to focus on ensuring we have the right people in the right places and at the right stages of their careers to fill critical positions as they become available.

Our talent cycle integrates talent identification, succession planning and talent development to help us invest in our people and support them to achieve their career ambitions. We are pleased to see several successful movements of internal talent into key vacancies during 2025, alongside the successful attraction of external expertise and capabilities.

Our MyPerformance process takes place annually. Of the 16,453 employees who were in scope for the performance management process via one of our people systems 96% had a "My Performance and Career Conversation" in 2025.

Our Smurfit Westrock Academy continues to offer development opportunities to our existing and future leaders, through Talent Acceleration and Leadership Development programs. This year saw two new Open Leadership program cohorts of Smurfit Westrock leaders start their first program modules on campus in INSEAD, Fontainebleau, France. These participants will join our alumni of leaders who have already successfully completed the program. We also hosted the first Advanced Management Development program of the combined organization; bringing together mid career talent from across the Company to accelerate their growth through connection with senior leaders and subject matter experts, personal development, and network building. These experiences not only work to build capability for the individuals, they also serve to reinforce our culture and demonstrate our values of integrity, respect, loyalty, and safety in action.



This is a snapshot of the work that is done to support the development of our people. Many other training and development programs focusing on technical skills, personal and leadership development take place at regional, country and site level. These programs delivered an average of 14 hours of career development for each of the permanent members of our workforce in 2025.

## Employee Experience

At Smurfit Westrock, we are committed to staying closely connected to our people, so they feel safe, supported, and part of one strong global community. Clear, effective communication at every level, grounded in open, two way dialogue and meaningful feedback is essential to achieving this.

Employee experience is a strategic priority because it directly influences our ability to attract, retain, and motivate talented people. A positive experience ensures careers at Smurfit Westrock are both rewarding and sustainable.

Our workforce reflects diverse backgrounds, experiences, and tenures, and we are proud that many colleagues build long-term careers with the Company.

Our ambition is for every employee to understand our strategy, recognize the role they play in delivering it, and feel inspired to perform at their best each day. We believe everyone who joins Smurfit Westrock deserves a working life defined by meaningful moments, from their first day to their last.

### Key Developments 2025

In 2025, we continued to advance our employee experience and engagement, building on the foundations laid in previous years. A key focus has been enhancing our digital workplace strategy and modernizing internal communications to connect colleagues more effectively across the organization.

MySW our employee App, has now been launched as the go to news source for all desktop users across Smurfit Westrock. It allows for instantaneous sharing of news

updates and story telling across the entire organization, translating all materials for the end user based on their language preference.

SWTV, our internal digital signage channel, has been migrated to a new platform and service provider. It now includes multilingual translation capabilities, which means important campaigns such as Health & Safety are communicated effectively to all employees. We have also unified both legacy organizations onto a single platform and are currently working to

on-board any sites that do not yet have a screen.

In 2025, we conducted our first global MyVoice employee survey as Smurfit Westrock, marking an important milestone following the combination. During May 2025, all employees across the organization were invited to share their experiences of working here. The response was outstanding, with 84% of employees participating, reflecting the strong interest our people have in shaping the future of the Company.

Against the backdrop of the combination in July 2024, the results were encouraging. Employees highlighted several key strengths. Many described a positive and inclusive work environment where people treat each other with respect. They also recognized the ongoing improvements to tools and processes that help teams serve customers more effectively, as well as the role of supportive managers who empower their teams to perform and succeed.

At the same time, the survey helped us identify opportunities to strengthen engagement even further. Areas of focus include building the skills needed for the future, enhancing rewards and recognition, and continuing to foster open, inspiring leadership.

Looking ahead, we will prioritize empowering managers as engagement multipliers, creating a more consistent employee experience across the business, and building on our existing strengths so that employees continue to feel proud of and connected to our organization.

Post the Smurfit Westrock combination, one of our key roles has been to continue to support turning two legacy companies into one unified organization. While the combination created a single organization, cultural alignment and shared ways of working remain a key focus. Internal Communications leads this effort, connecting leadership and employees to drive clarity, engagement, and alignment.

We undertook many activities to explain the vision of the new company, build trust and transparency, align colleagues around shared goals and values and to help employees feel part of one organization rather than two

## CASE STUDY

GLOBAL

### Advancing Inclusion Through Community, Allyship, and Shared Responsibility



Communities & Employee Resource Groups ('ERG's) are an important part of how Smurfit Westrock translates Inclusion and Belonging into everyday experiences across the organization. All Communities and ERGs are intentionally inclusive of allies, reinforcing that building an inclusive culture is a shared responsibility across the workforce. In 2025, as the Company focused on establishing foundations, our Communities and ERGs supported this effort by strengthening connection, engagement, and access to development opportunities across regions and work environments.

During the year, our Communities and ERGs contributed through programming that supported learning forums and awareness building initiatives. These efforts helped create spaces for employee voice, peer connection, and cross functional dialogue, while reinforcing inclusive behaviors during a period of significant organizational change.

Together, these contributions position our Communities ERGs to support a consistent employee experience, inclusive leadership behaviors, and long term organizational health. They help embed Inclusion and Belonging into how work gets done across Smurfit Westrock.

legacy companies. These included leadership videos, a full calendar of Inclusion and Belonging activities, as well as extensive first anniversary celebrations to mark the achievements from our first year, reinforce the new Company culture and outline plans for the years ahead.

## Inclusion and Belonging

Our goal is to build a workplace where every individual feels included, supported, and respected every day.

Embracing and valuing differences is at the heart of EveryOne, our Inclusion and Belonging framework. Through EveryOne, we seek to cultivate a culture where everyone can thrive, contribute, and succeed together.

### Key Developments 2025

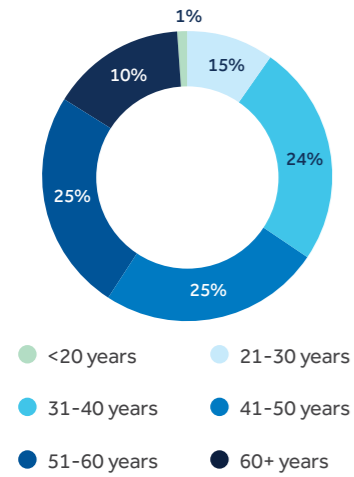
In 2025, Smurfit Westrock focused on establishing a strong foundation for Inclusion and Belonging, consistent with the view that sustainable progress depends on shared understanding, consistent expectations, and awareness across our Company.

Building on earlier work, we refreshed and relaunched the EveryOne approach to reflect Smurfit Westrock's global footprint and reinforce clear expectations around respect, collaboration, and inclusion. Our Communities and ERGs were harmonized to support a more unified and consistent structure across regions, while maintaining local relevance and engagement. During 2025, these groups delivered a variety of programs focused on wellbeing and awareness.

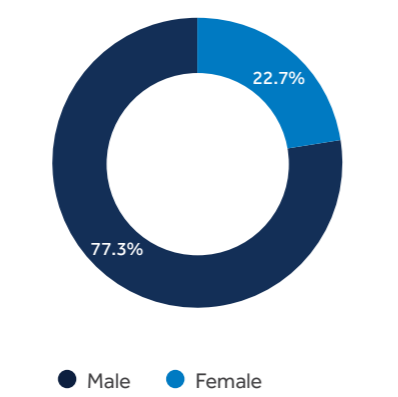
Results from the MyVoice employee survey Inclusion Index indicated a solid foundation, with many employees highlighting being treated with dignity and respect and working in supportive team environments. The survey also surfaced opportunities to strengthen consistency of experience and the visibility of inclusive leadership, which are being used as inputs to inform leader focus, education, and engagement priorities.

Inclusion and Belonging priorities were reinforced with leaders through management forums and ongoing dialogue, underscoring the role leaders play in shaping everyday experiences and fostering environments where people feel respected and able to contribute. Our ongoing efforts remain focused on education, engagement and retention. We worked closely with business teams to design learning paths that support inclusive behaviors and leadership across the organization. Together, these efforts support the Company's commitment to building one organization where inclusion is embedded into how work gets done. The EveryOne behaviors - Be Open, Ask, Respect, Appreciate, Learn, and Listen - continue to provide a practical framework for translating inclusion into everyday actions across the business.

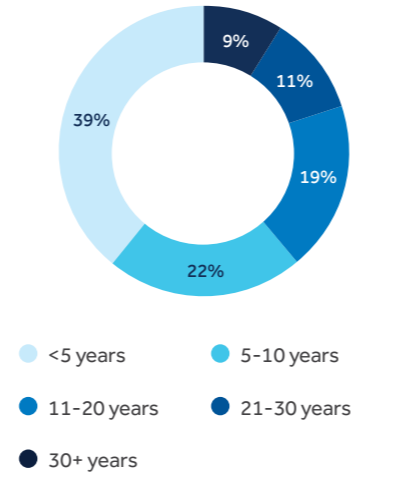
**Employee by age group (%)**



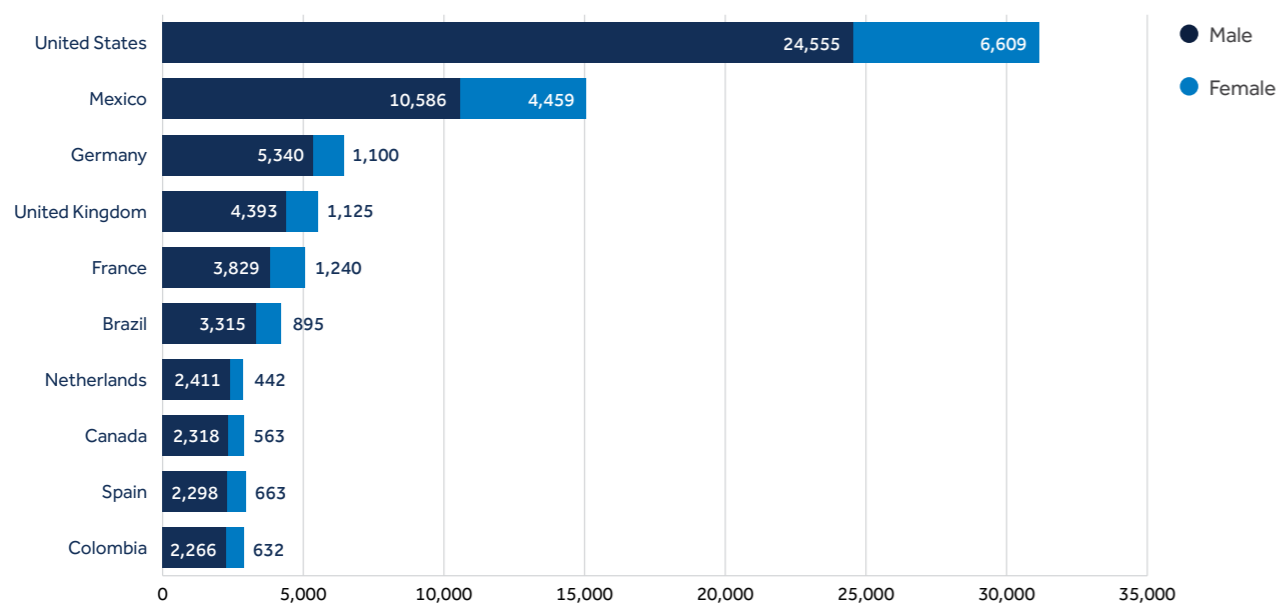
**Total employees by gender (%)**



**Employee length of service (%)**



**Total employees by gender (top 10 countries)**



## Rewards and Recognition

Our ambition is to attract, retain and recognize our employees through competitive working practices and making sure that people are not just appropriately rewarded from a monetary perspective, but also recognized for their achievements and valued in the workplace. We pay above minimum wage in all our 40 countries, offering employee rewards that consider living wage metrics and benchmarks.

There are many ways in which we communicate to our employees that we respect and value them. For example, we have competitive wage structures aligned with market standards, multiple career advancement opportunities, a commitment to global mobility, and thorough communication of rewards packages, as well as a policy of openly thanking our colleagues for going above and beyond what is expected.

It is essential that our rewards and recognition programs clearly link compensation to performance, especially when employees exceed expectations. In setting reward packages, Smurfit Westrock considers individual performance, external market benchmarks for comparable roles, and the need to maintain internal equity across the Company.

### Key Developments 2025

During 2025, we continued to challenge ourselves to ensure the compensation benefits we offer at every level of our organization, in terms of our rewards and recognition packages, are fair, competitive, and compare favorably within the market.

We continued to digitize our rewards and recognition processes, and we are implementing one HRIS for all of our approximately 97,000 employees which is expected to be in place by the end of 2026. This unified system is expected to support greater consistency and harmonization across all HR processes, including compensation.

We continue to fulfill the statutory gender pay reporting obligations across all the markets where we operate, and we anticipate further changes when the EU Pay Transparency Directive is enacted in all EU countries.

Under UK legislation, employers with more than 250 employees are required to publish key metrics on their gender pay gap.

The Irish Gender Pay Gap Reporting guideline apply to all Irish companies with over 50 employees. This year we produced our first Irish Gender Pay Reports for Smurfit Westrock combined. We also reported separately on each Irish entity that was subject to mandatory gender pay gap reporting. Our full Gender Pay Gap Reports for 2025 can be found on our website: [smurfitwestrock.com](https://www.smurfitwestrock.com).

The Company is also focused on maintaining positive employee and trade/labor union to the highest standards, to deliver fair and sustainable collective labor agreements. We have continued to build on our fair and competitive rewards and recognition philosophy to attract and retain our key talent, and to motivate employees at every level of the organization to achieve the Company's strategic objectives.

The objectives of our rewards policy are to:

1. create a framework to enable the Company to attract and retain talented employees;
2. motivate employees at every level of the organization to contribute the Company's strategic objectives;
3. provide competitive rewards and benefits that are clearly linked to performance; and
4. digitize our key people processes to drive greater consistency, transparency, and efficiency.

## Fair Pay, Compensation and Benefits

We seek to provide competitive rates of pay to deliver fair compensation benefits across all our locations. We strive to apply the 'same job, same pay' principle and do not gender discriminate on salary, benefits, or any other consideration.

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

Across all countries where we operate, full-time, temporary, and part-time employees have access to a consistent set of core benefits, adapted as needed to comply with local social security structures and legislative requirements. While these frameworks vary by country, our commitment to fairness and meaningful support for our people remains constant.



## Health, Safety and Wellbeing

At Smurfit Westrock, providing a safe and healthy working environment is a core value shared by our employees, their families, and the communities where we operate. Health, safety, and wellbeing are integral to our culture, and we foster an environment where colleagues look after themselves and each other. We want to ensure we provide a secure, supportive workplace where everyone goes home safe every day. This commitment extends to contractors, subcontractors, and visitors at all our sites.

## Our Global Health and Safety Policy

Our structured approach focuses on continually improving safety performance, grounded in loyalty, integrity, and respect. The policy outlines our commitments to:

- Promote a supportive culture focusing on openness, involvement, and dignity in the workplace; we are all responsible for each other's health, safety and wellbeing.
- Provide constructive feedback on 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 or that would harm anyone's health or wellbeing.
- Review workplace incidents so there is consistent reporting, investigation, and, where appropriate, identification of improvement opportunities that strengthen our health and safety management systems and wellbeing to avoid recurrence in incidents.

- Comply with all applicable legal requirements and implement good health, safety and wellbeing practices by effective deployment of our health and safety management systems.
- Ensure that all line managers foster a work environment where every member of the workforce, including contractors and subcontractors, understand their role in health, safety and wellbeing, and deliver on their individual responsibilities.
- Ensure that all operational managers take responsibility for health and safety implementation, communication, and compliance.
- Ensure that our employees, contractors, and subcontractors are trained to work safely.
- Have processes in place to identify health and safety hazards so that risks are assessed and minimized to prevent injuries and health problems among our employees, contractors, subcontractors, partners and visitors.

Our Global Health and Safety Policy is available at [smurfitwestrock.com](https://www.smurfitwestrock.com).

## Safety for Life

Our approach to achieving the health, safety and wellbeing vision stated in our Global Health and Safety Policy is to embed a safety first approach deep within the Company culture to deliver on our desire to eliminate Life Changing Events ('LCEs') from our operations. We believe that health and safety is about individual and collective choices, responsibility, and actions. Our Safety for Life initiative aims to achieve this safety first approach by building an emotional link between the choices we make at work and how they affect the choices we are able to make in our personal lives. Similarly, we also support the choice of a healthy lifestyle since that also impacts our employees' wellbeing at work and at home.

The wellbeing of our employees is integral to the way we approach health and safety, and our Employee Assistance Program ('EAP') is designed to support mental health as an important part of overall wellbeing. The EAP helps with management of stress, anxiety, and depression, as well as providing support with physical, social, legal, and financial topics that together bolster wellbeing. The EAP is available to all Smurfit Westrock employees and their household.

## Health and Safety Processes

Smurfit Westrock has health and safety management systems that are built on the guiding principles outlined in our Global Health and Safety Policy. Our health and safety management systems in each region include policies, standards, procedures, and other tools to help our sites effectively manage critical safety areas. These health and safety management systems are owned and managed by countries or clusters and span our operations from production sites to offices.

The Safety for Life program enhances our health and safety systems by highlighting six high-risk areas where we need to exercise extra caution to reduce serious injuries or fatalities: energy isolation, materials and chemical handling, people and vehicles, working at heights, subcontractor/contractor management, and machine contact.

Local health and safety teams drive our adherence to applicable health and safety laws and regulations and to Company health and safety policies. We promote effective governance and compliance by conducting regular audits to assess conformance with Company health and safety standards and legal obligations.

Smurfit Westrock strives to operate as a health and safety learning organization, particularly when it comes to injury and illness prevention. We have processes in place across the Company to share information about safety incidents, as well as best practices for hazard mitigation and injury/illness prevention. All employees, contractors, subcontractors and visitors are encouraged to report any incidents, including safety concerns, first aid cases,

## CASE STUDY

GERMANY

### Safer and Quicker Change of Dryer Fabrics

Changing paper machine clothing can be an injury risk and ergonomically challenging. At our Zülpich paper mill in Germany, the team identified an opportunity to improve both safety and sustainability by redesigning the dryer fabric change trolley using existing components.

The old solution required four people to change the fabric. The dimensions of the old trolley together with the weight of the fabric, made the work ergonomically challenging and came with a risk of the trolley tipping and leading to injuries.

The team designed a new trolley that locks the fabric roll safely in place during transport. Preparatory tasks can now be made outside the dryer hood leading to less heat exposure. The improved ergonomics not only makes moving of the trolley and fabric easier but the whole solution now requires only two people to run the fabric change and it also saves time.

This team effort to improve safety at work sits at the core of our six high-risk safety areas.

and near misses, so that we can address safety issues proactively when possible, learn from our mistakes and avoid repeat incidents. Our employees, contractors and subcontractors also have the authority to stop work if they perceive a situation is unsafe.

We provide our employees with extensive health and safety training. Smurfit Westrock also provides safety training programs for all site-based levels of management, and we are investing in programs specifically designed to strengthen the safety and health capabilities of our frontline leaders. New employees participate in extensive safety onboarding and training and receive refresher training throughout their tenure. Our contractors and subcontractors, as well as visitors, receive an induction to site safety measures prior to or upon entering a Smurfit Westrock facility.

Our locations offer occupational health services depending of the site's size and evaluation of key service needs. All locations are expected to have members of the personnel have first aid training and employees will be directed to the health services outside our locations depending on the severity of the incident. Any health data obtained by the occupational health services is to be treated confidentially, individuals cannot be discriminated based on their health data and our systems must meet the EU GDPR standard where applicable.

## Key Developments 2025

The annual Smurfit Westrock Excellence in Safety Awards recognize colleagues and sites that consistently demonstrate exceptional safety performance. We also received several awards from external organizations in recognition of our safety innovations and performance.

Driven by our responsibility to the wellbeing of everyone in our organization, we launched a unified Health & Safety framework aimed at eliminating Life Changing Events that is globally aligned and locally owned:

- World Safety Day (28 April) campaign, using local case studies and stories.
- Continued to provide 24/7 support to employees and their families through our free, confidential Global Employee Assistance Program.
- Further strengthened health and safety processes, with a particular focus on the Energy & Machinery Isolation Policy under the theme Lock Out, Tag Out, Try Out.
- Deployed three new policies in Europe: Management of Change, Workplace Inspection, and Confined Space Entry.
- Many of Smurfit Westrock’s manufacturing facilities in North America have on-site or remote athletic trainers. These professionals help with injury prevention, early intervention, and rehabilitation, which helps reduce the severity and frequency of workplace injuries, as well as workers compensation costs. Athletic trainers also help support employee wellbeing efforts.
- In Latin America, the Central Cluster’s SAFOLI program was externally recognized by SURA in the “Human Talent: Leadership and Culture” category, highlighting its impact in driving cultural transformation in Occupational Health and Safety.

Our Health & Wellbeing Framework continued to grow, supported by global activities such as World Mental Health Day.



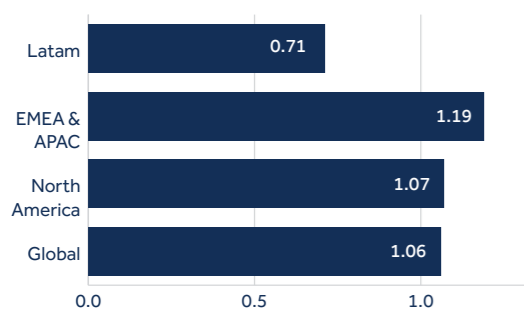
Our Total Recordable Incident Rate (‘TRIR’) was 1.06 in 2025. TRIR is a key metric which will be measured on an annual basis. Sadly, we had two employee and three subcontractor fatalities during the year. We continue our efforts to reach our ambition of zero fatalities.

As a result of these fatalities, and to drive the elimination of fatalities and life changing events (‘LCEs’), we launched a unified health and safety framework that is globally aligned, regionally consistent, divisionally relevant, and locally owned:

- Smurfit Westrock: Defines the Health & Safety Policy, Safety for Life, Safety Day themes, and our aspiration, Home Safe, Every Day.
- Regions: Promote consistency and long-term, sustainable improvement through aligned initiatives.
- Divisions: Address operational opportunities and division specific safety priorities.
- Clusters/Sites: Execute locally owned Safety Improvement Plans supported by balanced KPIs.

To support delivery of this strategy across our plants and mills, we reinforced the consistent use of established health and safety incident and concern reporting systems across regions. The systems support supervisors, managers, and health and safety teams in their daily responsibilities by simplifying data capture and reporting, enabling trend analysis and insights, driving compliance, reducing administrative burden, and supporting action tracking. It also enhances visibility, supports incident reduction, and strengthens our safety culture.

TRIR by Region



## CASE STUDY

UNITED STATES

### Learning Events Reinforce Proactive Safety Culture



In 2025, the Company strengthened its commitment to employee safety and operational excellence by expanding the use of Human and Organizational Performance (‘HOP’) in North America. Proactive operational learning events were held across all manufacturing sites, recycling centers, and forest resource regions. These sessions were designed

to identify potential risks, understand how work is performed, and resolve safety concerns before incidents occur.

Throughout the year, these learning events created structured opportunities for employees to speak up, share observations, and collaborate on practical improvements. These discussions focus on learning rather than blame, helping to surface system level issues and address underlying conditions that can contribute to risk.

Insights and best practices from these events are shared throughout the Region, ensuring that lessons learned in one location can be applied across the organization where appropriate.

By using HOP principles to enhance safety, the Company is empowering employees at all levels to take an active role in safety. These efforts are intended to drive improvements in hazard identification, risk mitigation, and engagement which reinforce a culture where safety is a core value.

## CASE STUDY

LATIN AMERICA

### SAFOLI: The Search for the Lost Gem

Strengthening Safety Culture Through Engagement



Building on the SAFOLI initiative introduced in 2024, the Central Cluster expanded the program across plants in Colombia in 2025 to reinforce safe behaviors and strengthen safety culture. Originally launched in response to increased TRIR linked to unsafe behaviors, SAFOLI uses an engaging narrative, The Search for the Lost Gem, to encourage employees to reconnect with the fundamentals of workplace safety and recognize their personal responsibility in preventing incidents.

The three month learning experience reinforces five key safety practices at Central Cluster: strict adherence to the 12 Life Saving Rules; the “Stop, Ask, Think and Go” approach to safe decision making; the principle “If I



saw it, it belongs to me” to promote immediate hazard ownership; positive behavioral observations to guide safer choices; and “Connect mind with hands and feet,” which encourages employees to remain fully focused on the task at hand.

In 2025, the initiative delivered measurable improvements. Participating plants reported a 30% reduction in TRIR compared with 2024, alongside stronger leadership visibility and a workforce increasingly committed to proactive safety behaviors.

The next phase, SAFOLI: The Origin of the Gem, will launch in 2026 to deepen understanding of safety tools and reinforce their consistent application.



## Communities

We believe strongly in being part of the communities in which we are privileged to operate. We actively support projects that help build a sustainable future for our local communities.

We remain deeply committed to our local communities and have always strongly believed in being part of, collaborating with, and giving back to the communities where we operate. We are proud of our many colleagues across the world who continue to donate their time, effort, and expertise to making a positive and lasting impact.

Through our operations, we actively support projects that help build a sustainable future in the communities where we live and work. We engage with and support local economies and livelihoods by creating opportunities directly and indirectly for employment, investing in infrastructure, and contributing to community activities through Our Open Community initiatives.

### Involved in Communities

We believe community involvement builds trust and serves as a link to the issues important to us. Where relevant, we take part in local community engagement projects and impact assessments. Our local operations play a role in education and in supporting vulnerable groups in their community.

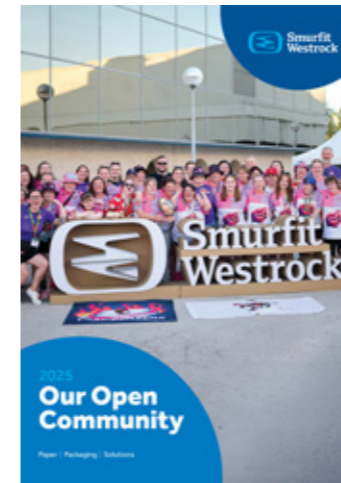
Examples of these can be found throughout the People Section of this report and in the 'Our Open Community' booklet available at [smurfitwestrock.com](https://www.smurfitwestrock.com).

The majority of our sites have performed an environmental impact assessment, which is typically part of the local operational permit process. Each site has an official

community grievance process. The main reasons for community complaints are typically noise and odor from our operations.

Smurfit Westrock participates widely in local projects, some of which focus on circularity also. Some examples of these are:

- delivering district heating from our paper mill to the residents of Piteå, Sweden and Nettingsdorf, Austria;
- supplying electricity to the community in Hodge, U.S.;
- supporting municipal water treatment systems with our effluent, which has nutrients that help treat waste water in Hodge, U.S., Nettingsdorf, Austria and Nervión, Spain;
- treating municipal waste water in Morava, Czech Republic;
- maintaining rural road structures in our Colombian forestry operations;
- increasing awareness for recycling through our partnership with the Atlanta Hawks NBA team, U.S.; and
- trialing and scaling emerging technologies, for example the digital twin technology project in the UK, the Hyflexpower consortium hydrogen project located at our Saillat paper mill in France, and the EU Just Transition Fund project in Sweden.



### Key Developments 2025

The Smurfit Westrock Foundation and Our Open Community initiatives cover our involvement with our communities worldwide. In 2025, through our Foundation and Our Open Community activities, the Company donated \$10.5 million to support local communities. We estimate that over 1 million people benefited from this year's 240+ initiatives across a wide spectrum of our communities in 29 countries, including families and children. We are proud of our community activities and believe these are a demonstration, of both our culture, and our purpose: to create, protect, and care.

Our Open Community initiatives focus on connection, contribution, and collaboration with communities across the globe.



### CASE STUDY

UNITED STATES

## Turning Legal Skills into Lasting Impact

Members of Smurfit Westrock's Legal team in our Atlanta, Georgia, North American headquarters are turning their professional expertise into meaningful impact through pro bono legal work and volunteer service. The site's newly formed Pro Bono and Community Service Committee connects lawyers, paralegals and staff with nonprofits, creating opportunities for everyone on the team to contribute their talents in support of organizations making a positive impact in our community.

Working through partners such as Atlanta Legal Aid, which supports low income residents, and the Pro Bono Partnership of Atlanta, which links volunteer lawyers with nonprofits serving vulnerable communities, the team is able to reach those who need legal help most.



Working closely with their partners early on, earned the Smurfit Westrock team the Volunteer Legal Power in Participation Award for their role in the Georgia Legal Food Frenzy, a two week fundraising competition among law firms and corporate legal departments to help fight hunger across the state. "This recognition is especially meaningful to us," explained Lisa Williams, senior paralegal and committee co-chair. "It is a testament to the dedication and compassion of our team, whose commitment to service goes beyond legal expertise and extends to making a direct, positive impact on the lives of those who face food insecurity every day."

CASE STUDY

BRAZIL

### Together for Education Program: 30 Years of Growing Futures in Brazil

The "Together for Education" program celebrates 30 years of empowering teachers and students across Smurfit Westrock Brazil's forestry region and the communities that surround the Três Barras Paper Mill.

During 2025, more than 300 teachers from 17 cities and 187 schools participated in dynamic training sessions, including the innovative Sustainability Game, which engages students and families in hands-on learning about climate change and responsible resource use. For the first time, the program expanded to Pirapetinga, reaching 50 new teachers and broadening its impact.

The ripple effect is profound: over 10,000 students could benefit from educators who are better equipped to inspire curiosity, environmental stewardship, and community engagement.

The program's success is rooted in strong partnerships with local education departments and the dedicated support of our colleagues who volunteer their time to help organize, deliver, and sustain these transformative activities.

CASE STUDY

SPAIN

### The Dana in Valencia, Spain

When devastating floods struck Valencia, Spain, our colleagues in Sangüesa - hundreds of kilometers away - felt compelled to help. The "Dana in Valencia" initiative was born out of a deep sense of empathy and responsibility, aiming to provide immediate relief to families affected by the DANA (Depresión Aislada en Niveles Altos) weather event.

The initiative provided an opportunity for local residents and employees to contribute meaningfully to a humanitarian cause, reinforcing the values of empathy and social commitment among our colleagues.

The project fostered a spirit of unity and collaboration and strengthened community bonds. Many individuals, families, and local organizations came together to donate and support the cause. The initiative also highlighted the role of local companies and institutions in promoting social responsibility.

With such a significant flooding disaster, the Smurfit Westrock Foundation also provided emergency funding to the Red Cross.

CASE STUDY

SPAIN

### Sponsorship of IMART- International Mixed Ability Rugby Tournament

In partnership with International Mixed Ability Sports ('IMAS'), Smurfit Westrock proudly served as the main sponsor of the Inclusive Rugby Tournament ('IMART'), held in Pamplona, Navarra, in June 2025.

The event brought together more than 1,400 athletes from over 25 countries, both with and without intellectual disabilities, proving that sport truly knows no limits. Beyond financial sponsorship, our colleagues in Smurfit Westrock Spain helped create a unique experience for participants by providing welcome boxes filled with cardboard-based products and decorations, including a striking five meter tall bull, symbolizing the spirit of Pamplona.



The tournament not only showcased rugby as a powerful connector and driver of personal growth but also placed Pamplona firmly on the international map as a hub for inclusive sport. This was the second year of support for IMART, following Smurfit Westrock Cork's sponsorship in 2022.

Smurfit Westrock Cordovilla, located in the Navarre region, led the design and production of the tournament's sustainable materials, underscoring the Company's commitment to innovation, inclusion, and community engagement.



UNITED STATES

### Growing Sustainability in Our Communities

In 2025, Smurfit Westrock proudly supported TICCIT (Trees Into Cartons, Cartons Into Trees), a hands-on program developed by the Paperboard Packaging Council to teach elementary students about the sustainability of trees, paper, and recycling. The program gives children a tangible way to understand that trees are a renewable resource, and highlights the many ways paperboard products are used in everyday life.

During interactive classroom sessions, volunteers led discussions and demonstrations on responsible forestry, the lifecycle of paperboard, and the importance of recycling. Students received a "ready to plant" tree in Smurfit Westrock carton, that was donated by our facilities. The carton protects the young seedling, funnels water directly to its roots and eventually breaks down as the tree grows. This hands-on activity extends learning beyond the classroom, sparking conversations about sustainability with family members and giving students a direct role in caring for the environment.

In total, TICCIT reached over 60 schools across the United States and abroad in 2025, planting more than 10,000 trees. By combining education with action, Smurfit Westrock empowered students to see the real world impact of sustainable practices and fostered a sense of environmental stewardship that we hope will grow alongside the seedlings they planted.





129  
Basic care  
projects  
2012 - 2025



79  
health and  
nutrition  
projects  
2012 - 2025



158  
education  
projects  
2012 - 2025



366  
projects across  
32  
countries  
2012 - 2025



\$24  
million donated  
2012 - 2025

## The Smurfit Westrock Foundation

The Company provides 100% of the funding for the Smurfit Westrock Foundation (formerly Smurfit Kappa Foundation), a registered charity in Ireland (RCN 20078270), whose vision is to make a positive impact on the lives of people in need within the communities where we operate across the globe.

### Key Developments 2025

Since its establishment in 2012, the Foundation has supported 366 projects across 32 countries, representing a cumulative social investment of over \$24 million (€22 million). This long-term commitment reflects our focus on improving health and nutrition, strengthening basic care, and expanding access to education for disadvantaged communities where we operate globally.

In 2025 alone, the Foundation contributed to over 60 projects across 20 countries, donating over \$4 million (€4 million) to charitable initiatives dedicated to addressing the issues of inequality within our communities. Our efforts continued to prioritize improving health and education outcomes for those in need, while promoting inclusion and enhancing the overall wellbeing of the most vulnerable in society.

Throughout the year, we remained committed to the Foundation's purpose of financially supporting sustainable projects that positively impact the lives of people in need, with a focus on health and nutrition, education, and basic care. By supporting these initiatives, we help create opportunities, reduce inequalities, and build stronger, more inclusive communities.

### Delivering on the UN SDGs

Using the United Nations' Sustainable Development Goals as a guide, we focused on delivering impact for six SDGs: No Poverty, Zero Hunger, Good Health and Wellbeing, Quality Education, Gender Equality, and Reduced Inequalities. These goals provide a guide for our donations and help ensure that our support delivers long-term, measurable benefits for communities where we operate.



## CASE STUDY



### IRELAND

## Make-A-Wish Garden of Hope

Supported by the Smurfit Westrock Foundation, Make-A-Wish Ireland unveiled the Garden of Hope at the 2025 Bord Bia Bloom festival – a symbolic space designed to raise awareness of Make-A-Wish's mission to grant wishes to children in Ireland with life-threatening medical conditions. Over five days, 28 Group HQ employees volunteered as stewards, engaging thousands of visitors and sharing how wishes bring joy and hope to critically ill children and their families.

Smurfit Westrock employees were involved in advance of the event, helping shape the garden's design,

sculpture concept, and volunteer coordination. During the event, the volunteers represented Make-A-Wish with enthusiasm and empathy.

After the event concluded, the garden was donated to a local special school, allowing the children to benefit from its sensory features.

"This project has been critical to Make-A-Wish's strategic plan, helping us to build public awareness about wish eligibility, and ensuring that every eligible child in Ireland can receive the wish that they deserve," said Conor Stone, Corporate Partnerships Officer at Make-A-Wish Ireland. "Thanks to their support, the Garden of Hope was a resounding success."