Our colleagues are the foundation of our business. They enable Kerry’s innovative and entrepreneurial culture to thrive, which is a key source of our competitive advantage, and central to our ongoing success. We cannot deliver for our customers without the 26,000+ unique and talented employees around the globe and we recognise that achieving our ambition of sustainable business growth can only be attained through their efforts.

Workplace

Each day, our people live our Values of Courage, Ownership, Inclusiveness, Open-mindedness and Enterprising Spirit as we partner with our customers and co-create better food, beverage and pharma products for consumers around the world. We strive to foster a culture that attracts the world’s leading talent and create the environment where that talent can grow and flourish. More details relating to workplace sustainability can be found in Our People section on pages 18-23, outlining our key activities in some core areas and specifically relating to our Purpose, Values, diversity and inclusion, the employee experience, health, safety & wellness, talent pipeline and total rewards.

- 1,000+ R&D Scientists
- 26,000+ Employees

Our Workplace activities contribute to the achievement of the following UN Sustainable Development Goals.
Doing the Right Thing

At Kerry, doing business with integrity is fundamental to the way we operate and the foundation of our long-term success. Business results must always be achieved ethically and legally, and the Group’s comprehensive Code of Conduct clearly defines the standards and expectations set for all Kerry colleagues. It sets out how we respect each other, live our Values, protect our assets and obey the law. The policies behind the code provide clear guidance for our daily interactions and are reviewed annually. The ongoing responsibility for their implementation rests with Group management, supported by relevant functions including HR and Internal Audit. The obligation to do the right thing is underpinned by one of our core Values of Courage whereby colleagues are supported to “…to do what is right for our customer, our business and the world”.

In 2019, we continued to monitor and investigate all reported issues via this ‘Express a Concern’ facility. In the period there were approximately 0.4 cases reported per 100 employees (which includes a small number of reports from external parties) with over 85% of concerns reported relating to internal HR matters. The Board continue to review the effective operation of this facility and the reports arising from its operation on an ongoing basis. Further details are outlined under Whistleblowing Arrangement in the Corporate Governance Report on page 103. We also seek to extend our Values on ethical business practice to those with whom we do business and our requirements are reflected in our Supplier Code of Conduct.

Fighting Bribery & Corruption

As part of the Group Code of Conduct, Kerry’s Anti-Bribery Policy describes our zero-tolerance approach and provides guidelines to all employees regarding potential situations involving bribery. This policy, together with policies on fraud, anti-money-laundering, fair competition and engaging with government officials, all support Kerry’s efforts to ensure that corrupt practices do not form part of our business relationships. Internally, we ask questions on bribery and corruption of each business unit as part of the ongoing assessments undertaken by the Group’s Internal Audit Team. In 2019, no incidences of bribery or corruption were uncovered across the Group.

As a business, we are also a member of SEDEX (Supplier Ethical Data Exchange) and each of our sites globally is registered with the platform. As part of this membership, each site completes a self-assessment on areas aligned with our Code of Conduct, including ethical business practice. Furthermore, over 90% of our sites are subject to an independent SMETA (SEDEX Members Ethical Trade Audit) or equivalent audit.
Upholding Human Rights

We are fully committed to upholding Human Rights and conduct our business in a manner that respects the rights and dignity of all people. Kerry’s Global Human Rights Policy reflects this commitment and is guided by the Universal Declaration on Human Rights and the International Labour Organisation’s Core Conventions.

The Group’s Human Rights policy applies to all Kerry employees and sets out our expectations of business and supply chain partners to conduct their business in a way that upholds the principles set out in the policy.

The use of child or forced labour is strictly prohibited across all our operations and facilities. We do not tolerate any form of unacceptable treatment of workers and we respect all laws establishing a minimum age for employment.

We have processes in place to ensure compliance and to support implementation and monitoring of the Group’s Human Rights policy. These are supported by monitoring through a number of external platforms. All manufacturing sites are registered with SEDEX and complete a self-assessment questionnaire, including questions on young employees, forced labour and human rights. Across our business over 90% of manufacturing sites are covered by independent SMETA, or equivalent, audits.

Our Supplier Code of Conduct is explicit in demanding that those who seek to do business with the Group uphold the rights of workers and expressly forbids the use of child labour, or forced or involuntary labour of any type. For more information on our engagement with suppliers in this area see our Responsible Sourcing Section on page 61.

We understand stakeholder requirements for more information on the impact of these policies and the associated due diligence processes. This is an area where we continue to enhance and build on existing programmes with further integration of approach across key functions.

The Group publishes an annual Slavery and Human Trafficking Statement which is available on the Group website at www.kerrygroup.com.

Improving Health & Safety

Kerry’s Health and Safety Policy and management system defines consistent ways of working and establishes standard requirements across our business. While calling out responsibilities and accountability at all levels, it outlines a role for all colleagues in working safely and challenging any unsafe behaviour. Implementation is led by the Global Health, Safety and Environmental (HSE) team and employees are supported by dedicated HSE personnel across our sites, who work with site managers to ensure we consistently promote a culture of Safety First, Quality Always.

Since 2015, we have been targeting a 5% year-on-year improvement in our health and safety metrics and have made significant improvement over that period. In 2019, we delivered an improvement of 17% on the previous year and over the course of our Towards 2020 programme, we have achieved a cumulative 45% improvement versus our 2013 baseline. While this represents significant progress, there is no acceptable level of accident or injury and we continue to strive for the safest possible working environment. As part of our forthcoming commitments in this area, we are setting targets that align with best in class performance. For more, on health and safety see Our People section on page 22 and the Risk Report on pages 82-83.

Promoting Wellbeing

Given the time employees spend in the workplace, we know that as an employer we can play an important role in personal wellbeing beyond health and safety. At Kerry, we want to support our colleagues in leading healthier, more active lives and have begun to expand a number of locally relevant initiatives and promote a greater awareness around the concept of wellbeing.

For more, on our wellbeing activities, see Our People on page 22.
Developing Talent

Kerry recognises that in order to achieve our business goals, we must continuously invest in colleagues by adopting a structured approach to talent management.

In the first instance we value Inclusiveness, and through our Diversity, Inclusion and Belonging strategy, we are proactive in building a dynamic employee population which is representative of our global footprint, connected for knowledge sharing and has the potential to develop the future skills required to sustain our growth as a business.

Our structured approach to talent management is achieved via the ‘mySuccess’ platform that provides a mechanism for our people and managers to discuss performance and career progression with ongoing feedback and coaching, as well as formal year end reviews. Training or development needs identified as a result of this two-way process are supported through the Kerry Learning Academy, which facilitates the provision of tailored and more general learning solutions across the organisation. These solutions include a blend of classroom, online and interactive content that provides instruction, stimulates discussion and encourages collaboration from structured graduate training through to leadership development programmes. Our people, based in our main centres and working within our manufacturing locations, have invested in their development through the completion of over 206,000 courses during 2019.

Finally, to continue providing a stimulating employee experience, and to sustain our growth, we encourage our employees to build partnerships in the community and use our formal Volunteer Programme to help nourish these communities we rely on to support our business growth and from which we continue to build our talent pool.

For more on Talent and the employee experience, see Our People on pages 18-23.