

OUR PEOPLE

Globally connected and winning locally

Our Culture

Our people are the heartbeat of our business. We collaborate as a globally connected, locally led, high performing team. We leverage our diverse, entrepreneurial and results focused culture, talents and expertise to innovate and lead to better value for our customers, our shareholders, our people, our communities and our environment.

We strive for excellence in the delivery of our core business capabilities and differentiate ourselves as an organisation through our people. Our groupwide approach to people leadership is underpinned by our shared goal of nurturing a positive environment where all our people are inspired to develop themselves, to learn together and to grow our business; winning for our customers and for Kerry. Every day, our 25,000+ people leverage our global expertise and taste and nutrition capabilities to develop innovative food and beverage solutions that offer new growth opportunities for our customers. We represent more than 117 nationalities with operations across 147 locations; we are committed to fostering a great place to work, where our people can be at their best and are able to contribute fully to our shared success.

With 25,000+ employees throughout the world, the Group's diverse high performance teams are central to our innovative culture and ongoing success.

Pictured: Kerry Graduates Juan Alda Bechini, Theresa Ziemer, Tomaz Verdinek and Kelsey Hunter.

LOCAL,
GLOBAL,

Our Graduate Programme continues its successful history of developing the next generation of Kerry expertise and sustainable leadership.



INSPIRE

Our Values

At Kerry, we truly value individual uniqueness and we come together to uphold our shared commitments to 'lead to better' for our customers, our people and our shareholders. As such, we nurture an inclusive and collaborative team environment where we deliver with excellence and embrace our entrepreneurial spirit to create new growth and sustainable value for our customers. Our core values are:



Commitment	Teamwork	Excellence	Entrepreneurship	Value Creation
------------	----------	------------	------------------	----------------

<p>We are wholeheartedly committed to the success of our customers and Kerry. We take great pride in our food and beverage heritage and continuously strengthen our science, technology and applications expertise to passionately serve our customers.</p>	<p>We value and respect each other. We embrace our global diversity as a key driver of innovation and success. We are empowered and accountable for delivering greater results for our stakeholders, Kerry and our careers.</p>	<p>We execute with excellence in everything we do. We continuously develop our skills and improve our performance. We strive to deliver superior quality and never compromise on the safety of our colleagues or products. We operate with integrity and adhere to the highest standards of business and ethical behaviour.</p>	<p>We are swift and responsive, adapting quickly to the changing market. We seek innovative ideas to drive the business forward and achieve new levels of success for our customers and for Kerry.</p>	<p>We prioritise our work to provide greater value for our customers and the business. We generate maximum returns on our investments and continuously seek better ways to deliver long term value on a socially and environmentally sustainable basis.</p>
---	---	---	--	---

Fostering Diversity, Inclusion and Belonging



90%

Nearing 90% participation rates in ourVoice feedback programmes

Enhancing our Employee Experience



As a global business, we appreciate and value our dynamic mix of people who bring new perspectives, experiences and thought leadership to enable our organisation to continuously grow and innovate for our customers. Having established our Global Diversity Programme in 2016, we continue to advance our commitment to nurturing a diverse workforce culture where everyone can contribute to our success and excel professionally and personally.

Highlights from 2018 include raising awareness and educating our people on the importance of Diversity, Inclusion and Belonging in Kerry; promoting global career opportunities through new connected technology; establishing a Groupwide Diversity, Inclusion & Belonging employee taskforce to collaborate on focused activities across Kerry; enhancements to our recruitment processes to attract new sources of diverse talent; local initiatives to offer more flexible working arrangements; and a series of volunteering programmes activated across our main locations. We have also strengthened strategic partnerships within Ireland, through our membership of the Irish Chapter of the 30% Club and the Agri-Food Diversity & Inclusion Forum, in conjunction with Bord Bia.

One significant activity during 2018 has been engaging representative groups from across Kerry to help us refresh and build upon our current approach to Diversity, Inclusion and Belonging, which has resulted in a revised strategy and set of objectives for action in 2019.

Two-way dialogue and a focus on continuous improvement are core elements of our inclusive and collaborative culture. Our Kerry Group ourVoice programme, initiated in 2017, is a key global platform for engaging and connecting our people more closely with our business goals. Almost 90% of our people participated in our first Groupwide employee engagement survey in 2017 and we were delighted with the positive reinforcement by our people of their belief in the future direction of Kerry. Through our follow-up committees and focus groups, we identified opportunities for improvement in our people and business processes, our communications and our leadership capabilities.

Activities undertaken in response to ourVoice at a global level in 2018 include:

- **Investing in new HR technology to manage our people processes more effectively and efficiently across the organisation.** Launched in October 2018, mySuccess is a one-stop portal which enables a better experience for our people, external candidates, leaders and HR colleagues. It offers a mobile enabled single point of access for all people information which will reduce complexity, increase speed, and drive improved business performance for Kerry. We also upgraded our learning management system to enhance access to development opportunities, helping our people to progress their careers within Kerry.
- **Strengthening people leader capabilities to grow and lead our business for the future.** At Kerry, inspiring our people relies on our 3,500 people leaders and their ability to create clarity and alignment to deliver for our customers. During 2018, through research and focus groups, we rearticulated the role of the people leader at Kerry, resulting in a new framework and set of objectives for all people leaders, reinforced through our performance management process. With ongoing leadership development activities planned, this will help strengthen our commitments to nurturing talent as a catalyst for growth, to helping our people develop successful and rewarding careers with Kerry and to building sustainable, effective and diverse teams that deliver exceptional results.

We continue to monitor progress against our improvement opportunities through ongoing dialogue with our leadership teams and targeted pulse surveys within our business, to ensure Kerry continues to be a great place to work, thrive and succeed. We will be reviewing our approach to employee engagement, including our groupwide survey in 2019, to ensure its continued effectiveness and alignment with our business needs.

Promoting a safe and healthy workplace and working practices for our people



Sustainability Review
pages 49-72

- **Safety First, Quality Always.** Food safety and the safety of our people are core priorities for Kerry, and our commitment to our people and our customers is reinforced through our 'Safety First, Quality Always' way of working. We embed this approach in all key processes across the company, including research, development and applications (new product development), procurement (supplier management programmes) and engineering (sanitation and safety by design).

We continue to invest in our people, our processes and infrastructure, strengthening our functional capability through technical learning and career development opportunities, and creating new roles in our supply chain to enhance our global capabilities. These global capabilities include workplace safety, food microbiology, food safety innovation and culture, sanitation, and auditing to improve our own global quality, safety, health and environmental standards and policies as well as to meet industry and regulatory requirements. With strong capital investment in our plants and in state-of-the-art quality system management software, we are reinforcing our best in class systems that will protect our people, consumers, customers and our planet for the future through our Kerry culture of 'Safety First, Quality Always'.

- **Code of Conduct.** Through our Kerry Code of Conduct we focus critical attention on ethical business practices and provision of a safe and healthy workplace. Our programme of compliance modules, covering Information Security, Intellectual Property, Anti-Fraud and Code of Conduct, has been completed by 80% of our people over the past two years. This will be an ongoing focus for our business throughout 2019.

Achieving results ethically and in compliance with all relevant legislation will always be an absolute expectation at Kerry Group. We operate a zero tolerance approach to labour abuses and support effective abolition of child and forced labour worldwide. The Group's 'Express a Concern' hotline provides a mechanism by which employees can report issues in confidence through an independent channel.

- **Health & Wellbeing.** Personal health and wellbeing of all our people is paramount. At Kerry we appreciate the importance of having a supportive wellbeing programme in place. Our framework has four pillars – nutritional, physical, emotional and financial – to support locally appropriate initiatives and drive a better awareness of the importance of wellbeing throughout our communities. We will continue to develop and embed wellbeing practices through our leadership development and employee effectiveness programmes.



8%

**Health & Safety 8%
year-on-year improvement**



>102,000

**Learning & Development
courses completed**

Strengthening our Talent Pipeline



500+

Over 500 moves supported through our 'world of opportunity' initiative and global mobility programmes

At Kerry we pride ourselves in our ability to offer opportunities for all our people to grow professionally and personally. Through our 'world of opportunity' initiative promoted throughout 2018 and our global mobility programmes, we supported over 500 moves during 2018, with our people relocating for assignments in all corners of the world, contributing their expertise to drive local growth for our customers and Kerry and to gain new cultural and life experiences. With an explicit focus on leveraging our global footprint to develop future leaders, we encourage our early career employees, typically graduates and those with less than 5 year's experience, to seek out global opportunities to broaden their experiences to support their career progression; this group currently represents over a quarter of all international moves in Kerry.

Kerry's renowned Graduate Development Programme continues to be a core component of our strategy to strengthen our future talent pipeline, providing opportunities for graduates to work and develop across a wide range of core disciplines, enabling longer term sustainable leadership for the organisation. In 2018 we revisited our approach to ensure Kerry remains competitive in today's graduate marketplace and to further build on our offering for 2019.



Our Global Recognition Framework promotes the further growth and consistency of our regional and local recognition programmes.

Rewards and Recognition



In line with our aim to be the first choice for the best talent around the world, our reward programmes are locally advantageous to support both the business strategy and the needs of our people as well as focused on recognising their performance, potential and business value creation.

We are committed to gender pay equality and will continue to proactively monitor the pay of male and female colleagues doing similar roles to ensure it is comparable. We appoint and promote based on merit and will continue to encourage the career development of all our people, paying attention to our promotion and recruitment practices with regards to gender, to support greater female representation at all levels.

At Kerry, 'Total Reward' is about more than just pay and financial rewards, it encompasses robust learning, career development, personal growth and worldwide opportunities in an inclusive culture where all our people can flourish. During 2018, we established a Global Recognition Framework to promote the further growth and consistency of our regional and local recognition programmes. These programmes enable our people to celebrate each other's day-to-day achievements – by living Kerry's shared values and leading to better to support our vision.