2020 Gender Pay Report
KERRY FOODS LTD GENDER PAY REPORT 2020

We are keen to leverage our position and reputation in the industry to be a champion for positive change. In 2020 we demonstrated our commitment to promoting a diverse and inclusive workplace through fully embedding our Diversity, Inclusion and Belonging strategy within our sustainability strategy for 2030 – Beyond the Horizon.

As a global business, we appreciate and value the dynamic mix of people who bring new perspectives, experiences and thought leadership to enable our organisation to continuously grow and innovate for our customers. Our ambition is to build a highly inclusive workplace where everyone can be at their best, contribute to our success and excel personally and professionally.

Highlights from 2020 into early 2021 include:

> We put significant focus on the area of inclusive leadership; supporting our leaders in becoming more aware of their own potential biases and preferences, in actively seeking out and considering different views and perspectives to inform better decision-making and inspire improvements in individual and organisational performance. We will further build on this programme in 2021.

> To ensure our I,D&B strategy is resourced appropriately, we have assigned dedicated responsibility for the design and delivery of our strategic I,D&B objectives to specific roles within our business.

> Externally, we continue to strengthen our strategic partnerships within Ireland and globally. This includes our partnership with the Women Foodservices Forum in North America, our membership of the Irish and United Kingdom Chapters of the 30% club, the Agri-Food Diversity & Inclusion Forum led by Bord Bia in Ireland and our membership of the Valuable 500 in the United Kingdom.

> Finally, we are making progress on our journey to increase representation of women and improve cultural diversity within our senior leadership teams, improving on key measures agreed with our Executives in 2019, endorsed by our Board. This will ensure our leadership teams and internal talent pools better reflect the broader mix of capabilities we have within our organisation.

Our aim is to further strengthen our approach in 2021 through broader diversity goals incorporated within our sustainability strategy for 2030.
What is Our Pay Gap?

<table>
<thead>
<tr>
<th>Difference between men and women</th>
<th>Mean (Average)</th>
<th>Medium (Middle)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender hourly pay gap</td>
<td>23.6%</td>
<td>5.7%</td>
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<tr>
<td>Gender bonus gap</td>
<td>66.7%</td>
<td>0.0%</td>
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The Proportion of Males and Females Receiving a Bonus

- Male: 81.7% No bonus received, 18.3% Bonus received
- Female: 78.5% No bonus received, 21.5% Bonus received

Proportion of Males and Females in Each Pay Quartile

- Upper: 68.4% Males, 31.6% Females
- Upper Middle: 65.1% Males, 34.9% Females
- Lower Middle: 48% Males, 52% Females
- Lower: 52% Males, 48% Females

What We Know About the Gap

- Our median hourly pay gap of 5.7% continues to compare favourably with the current national UK average median gap of 15.5%.
- Our mean bonus pay gap grew to 66.7% owing to the lower proportion of female representation at a senior level.
- All employees have an equal opportunity to participate in Kerry bonus plans according to their role and level. The volatility in our bonus gaps reflects the wide range of local schemes that are in scope of the calculations, many of which are milestone based and not performance driven.

Declaration

We confirm that Kerry Foods Ltd gender pay gap calculations are accurate and meet the requirements of the Regulations.

Nick Robinson
CEO Kerry Foods

Kate Brosnan
Vice President of HR Kerry Europe