2020 Gender Pay Report
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.

> We continue to rally our people behind a series of International Diversity Days such as International Day of Women and Girls in Science, International Women’s Day and Pride. Our local Diversity, Inclusion and Belonging Committees are now firmly established in key locations, and continue to flourish, actively educating and raising awareness of global and local issues, inspiring our people to come together to celebrate and promote this important agenda within our business.

> 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>-4.1%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Gender bonus gap</td>
<td>-75.4%</td>
<td>-74.8%</td>
</tr>
</tbody>
</table>

The Proportion of Males and Females Receiving a Bonus

What We Know About the Gap

> Our median hourly pay gap of 4.0% continues to compare favourably with the current national UK average median gap of 15.5%.

> Our median hourly pay gap continues to narrow, supported by using pay scales that encourage consistent hiring practices.

> 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.

> Similar to our 2019 results, the bonus gap continues to favour women. This is attributable to more females in executive roles that are eligible for a MIP bonus and a larger proportion of males in operative roles that are eligible for local and service-related bonuses.
Declaration

We confirm that Kerry Ingredients (UK) Ltd gender pay gap calculations are accurate and meet the requirements of the Regulations.

Thomas Ahlinder  
President & CEO  
Kerry Europe

Kate Brosnan  
Vice President of HR  
Kerry Europe