



Kerry Group

2021 GRI Sustainability Report



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Beyond the Horizon

2021 Key Highlights

Better for People

1.1 bn

consumers reached with positive and balanced nutrition solutions

14,000+

consumers engaged for insight on sustainability

€297m

invested in Research, Development & Application

>500,000

visitors to Kerry Health & Nutrition Institute to date

Better for Society

36%

women in senior management

8%

year on year reduction in our health and safety incidents

100%

sites with food safety certification

Joining the Partnership for Global LGBTI Equality (PGLE)

Better for Planet

-39%

reduction in Scope 1 & 2 GHG emissions since 2017

94%

waste diverted from landfill

-19%

reduction in food waste since 2017

65%

of electricity from renewables

Our 2021 GRI Sustainability Report

DISCLOSURE 102-14

Kerry's ambition is to create a world of sustainable nutrition; one that contributes to good health, while protecting people and the planet.



Realising this goal is central to Kerry's vision, and our efforts are guided by our Purpose of Inspiring Food, Nourishing Life.

Making things better is integral to what we do and for many years we have been delivering improvements in the areas of health and nutrition, environmental responsibility and community development. However, the escalating climate, biodiversity and obesity crises call for urgent action. In response, our *Beyond the Horizon* strategy, outlines how we will reach our goal of reaching more than two billion people with sustainable nutrition solutions by 2030.

In October, at our Capital Markets Day, we announced our accelerated sustainability targets, with an update to our Scope 1 and 2 carbon target, as well as the expansion of our gender diversity target. This reflects our commitment to building a diverse and inclusive organisation

and our accelerated response to climate change, which aligns with the most ambitious pathway under the Paris Climate Agreement.

In parallel to the commitments across our business and value chain, our innovation expertise, technologies and product portfolio, together with the breadth and depth of our capability in all food and beverage categories, enables our customers to deliver on their own sustainability commitments, as they transition to meet the rapidly evolving consumer landscape.

In this report, together with our Kerry Group Annual Report, we have taken the opportunity to share more information about our journey and the progress we are making, including the challenges we face and the success we have achieved to date.

Edmond Scanlon
Chief Executive Officer



As part of our efforts to support the transition to healthier diets, we have developed an industry leading approach to nutritional assessment. In 2021, we expanded our impact, growing Kerry's reach with positive and balanced nutrition solutions to 1.1 billion people. This is achieved while also making the science of healthier food accessible through our Kerry Health and Nutrition Institute, and engaging in community partnerships that deliver impact.

Within our *Beyond the Horizon* strategy, our commitments include science-based targets for Greenhouse Gas (GHG) emissions reduction, halving of our food waste and sourcing all of our priority raw material categories sustainably. We are proud to have made further progress against these targets and we continue to embed our sustainability commitments across our business. In the last year, we have incorporated these commitments into our remuneration policy and our financing strategy, through the successful issuing of our first sustainability-linked bond.

Juan Aguiriano
Group Head of Sustainability

About This Report

DISCLOSURE 102-54

This report is intended to supplement the Sustainability Review within our 2021 Kerry Group Annual Report. It has been prepared in accordance with the Global Reporting Initiative's Standards: Core option.

DISCLOSURE 102-48

Relevant data is restated to take account of acquisitions and divestments. According to our policy, newly acquired sites are incorporated into our sustainability reporting in the year following acquisition, where practicable. For divestments, we take account of any disposals in the same 12-month period. In 2021, our reported numbers, including those for prior periods, take account of the sale of our Meats and Meals business and the inclusion of Bio K Plus International Inc. and TechniSpice S.A. The following recent acquisitions are not included: National Vinegar Co., Biosearch S.A., Hare Topco Inc. (trading as Niacet Corp.), Afribon Ltd, Enmex S.A. de C.V. and Shandong Tianbo Food Ingredients Co. Ltd.

DISCLOSURE 102-49

As noted on page 15, there have been changes in relative importance of some material topics, most notably the continued acceleration of climate related issues, the increasing importance of biodiversity and the demand for more sustainable innovation as stakeholders look for solutions in response to these challenges.

We continue to enhance our disclosures in each of these areas.

DISCLOSURE 102-50, 102-51, 102-52, 102-53

Kerry has an annual reporting cycle. The information in this report relates to the period 01 January 2021 to 31 December 2021. The previous report was published on 26 March 2021 as part of our 2020 Annual Report. This report should be read in conjunction with the Sustainability Review within the 2021 Kerry Group Annual Report.

For queries regarding this report, please contact us at corpaffairs@kerry.com

Assurance

DISCLOSURE 102-56

The Scope 1 & 2 Greenhouse Gas (GHG), waste, water, health and safety and renewable electricity data, alongside progress towards our Sustainable Nutrition Reach Goal outlined in this report is independently assured by Jacobs UK Ltd to AA1000 Assurance Standard.

The Scope 3 emissions verification for 2021, has been undertaken separately by the Carbon Trust.

The relevant assurance statements can be found on kerrygroup.com.

UN Global Compact

This report represents our Communication on Progress in respect of our efforts to implement the 10 principles of the UN Global Compact.

Company Profile

Name of the Organisation

DISCLOSURE 102-1

Kerry Group plc

Description of Activities, Brands, Products and Services

DISCLOSURE 102-2

Kerry is the world's leading taste and nutrition partner for the food, beverage and pharmaceutical markets, with our broad range of ingredient solutions currently reaching over one billion consumers. We innovate with our customers to create great tasting products, with improved nutrition and functionality, while ensuring better impact for the planet. Our leading consumer insights, global Research, Development & Application (RD&A) team of 1,100+ scientists and extensive global footprint enable us to solve our customers' complex challenges with differentiated solutions.

Our Vision is to be our customers' most valued partner, creating a world of sustainable nutrition and we have an ambitious goal of reaching over two billion consumers with sustainable nutrition solutions by 2030. Our broad technology foundation, customer-centric business model, and industry-leading integrated solutions capability will be core to the achievement of this goal and generating positive impact for our people, society and the planet.

For more see Our Technologies on pages 24 - 25 of Kerry Group's 2021 Annual Report.

Location of Headquarters

DISCLOSURE 102-3

Prince's Street, Tralee, Co. Kerry, V92 EH11, Ireland

Location of Operations

DISCLOSURE 102-4

We employ over 22,000 people with a presence in over 50 countries across the world, who all share one thing: a passion for helping make the world of food, beverage and pharma better for everyone.

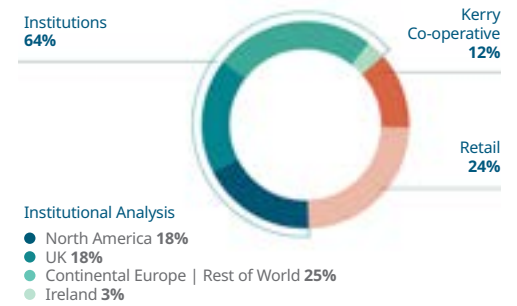
Our Global Technology and Innovation Centres are supported by a manufacturing network across 152 locations globally. Further information is outlined on page 6 of Kerry Group's 2021 Annual Report.

Standalone ownership and legal form

DISCLOSURE 102-5

Kerry Group is a public limited company (plc) listed on the Euronext Dublin and London Stock Exchanges.

[Share register](#)



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Markets Served

DISCLOSURE 102-6

Kerry is a consumer-led organisation. Our business model, structures and strategies continue to evolve, centred around a deep understanding of diverse local consumer preferences across the globe. Kerry's sales and commercial structures are managed primarily through the lens of the food, beverage and pharma end use markets, through which we sell 18,000+ products that support customers as they seek to innovate to win in today's food, beverage and pharmaceutical marketplace.

Further details on Our Markets are outlined on pages 26 - 27 of Kerry Group's 2021 Annual Report.

Scale of the Organisation

DISCLOSURE 102-7

Total number of employees ³	Total number of operations	Revenue ¹	Total capitalisation debt/equity ^{1 & 2}	Tonnes of production	Total assets ¹
20,631	152	€7.4bn	Equity ratio 49.2%	3,382,899	€11.4bn

1 As per Financial Statements 2021, includes Meats and Meals up to date of sale and acquisitions: National Vinegar Co., Biosearch S.A., Hare Topco Inc. (trading as Niacet Corporation), Afribon (Mauritius) Ltd, Enmex S.A. de C.V. and Shandong Tianbo Food Ingredients Co., Ltd.
 2 Equity ratio: Equity/Total Liabilities + Equity.

Information on Employees and Other Workers

DISCLOSURE 102-8

The following tables provides detail of the employee profile.

Employees by employment contract³

Gender	Permanent	Temporary	2021 Total	2020 Total
Female	6,510	279	6,789	6,518
Male	13,302	538	13,840	13,726
Non-Binary ⁴	2	-	2	1
Total 2021	19,814	817	20,631	
Total 2020	19,442	803		20,245

Employees by employment contract³

Region	Permanent	Temporary	2021 Total	2020 Total
Europe	5,874	314	6,188	6,685
Americas	9,316	265	9,581	9,004
APMEA	4,624	238	4,862	4,556
Total 2021	19,814	817	20,631	
Total 2020	19,442	803		20,245

3 Employee data is based on headcount at 31st December, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Detail of scope is contained in GRI 102-48.

4 This data was collected for the first time in 2020. It captures only those individuals who have chosen to disclose this information.

Employment Type³

Gender	Full Time	Part Time	2021 Total	2020 Total
Female	6,649	140	6,789	6,518
Male	13,788	52	13,840	13,726
Non-Binary ⁴	2	-	2	1
Total 2021	20,439	192	20,631	
Total 2020	19,953	292		20,245

Supply Chain

DISCLOSURE 102-9

At Kerry, we source a range of raw materials from thousands of suppliers around the world. With a total raw materials and consumables spend of over €4 billion in 2021, we make a significant socio-economic contribution to the locations which we source from. Our supply chain includes direct suppliers who are involved in processing and distribution of raw materials with a limited proportion sourced from those involved in primary agricultural production. Indirect category suppliers provide us with a range of goods and services that are essential to the effective operation of our business.

To ensure our procurement spend contributes to improving social, economic and environmental livelihoods of stakeholders, we continue to risk assess and seek a further understanding of spend categories based on risk and have established minimum ethical and environmental standards, to which we expect our suppliers to adhere. These standards are outlined in the Group's Supplier Code of Conduct.

In 2021, the uplift in demand as a result of the removal of restrictions caused some short term logistical and labour related supply constraints across the industry.

Significant Changes to the Organisation and its Supply Chain

DISCLOSURE 102-10

During the year, we completed 5 acquisitions for a total consideration of €1,106.5m. These acquisitions are aligned to the Group's strategic priorities, enhancing the Group's taste and nutrition capabilities, while also expanding our presence in emerging markets.

The most significant acquisition in 2021, was that of Hare Topco Inc. (trading as Niacet Corp.), a global market leader in preservation technologies. This acquisition enhances our leadership position in the fast-growing food protection and preservation market and significantly advances our sustainable nutrition ambition. In 2021, we also completed the sale of our Consumer Foods' Meats and Meals business further enhancing Kerry's focus as a leading business to business integrated solutions provider for the food, beverage and pharmaceutical markets.

Our Global Technology and Innovation Centres are supported by a manufacturing network across 152 locations globally. In 2021, following an investment of \$125 million, we commenced manufacturing at our expanded facility in Rome, Georgia, one of the most modern and efficient facilities of its kind in the world. This site produces integrated taste and nutrition solutions to help customers meet growing consumer demand in the poultry, seafood and alternative protein markets. We also established a new taste facility in Africa and further enhanced our facility in Latin America. In South Africa, our Hammersdale site is the continent's largest and most advanced taste manufacturing facility, while in Irapuato, Mexico, the state-of-the-art upgrade will significantly increase Kerry's capacity in that region and further support customers in delivering local and sustainable taste solutions.

Precautionary Principle

DISCLOSURE 102-11

The precautionary approach was introduced by the United Nations (UN) in Principle 15 of 'The Rio Declaration on Environment and Development'. In order to protect the environment, it states that where there are threats of serious or irreversible damage, a precautionary approach shall be applied and a lack of full scientific certainty should not be a reason for postponing cost-effective measures to prevent environmental degradation.

This principle is reflected in the UN Global Compact, to which we are a signatory, and applying this principle at Kerry means embedding this as an approach to how we operate. The Group's Environmental Responsibility Policy outlines our commitment to conducting all aspects of our business in an environmentally responsible manner and contains the explicit requirement for the integration of environmental considerations into all development, manufacturing and distribution practices.

We ensure compliance with all applicable environmental legislation and accepted codes of practice and continue to increase the proportion of facilities with accredited environmental management systems. In 2021, 66% of our sites were certified to ISO14001 Environmental Management System with a further 10% currently in the process of obtaining certification.

Our *Beyond the Horizon* strategy includes our environmental targets across key impact areas of climate, water and waste within our operations and across our broader value chain and we have defined pathways for continuous improvement in each area.

Our climate targets are validated by the Science Based Targets initiative (SBTi) to confirm that they are aligned with the requirements under the Paris Agreement and we report on our performance annually, including through the CDP (formerly the Carbon Disclosure Project) platform.

We also integrate environmental considerations into our new product development work and in 2021, we further evolved our assessment methodology to ensure we are enhancing our portfolio of sustainable solutions that actively contribute to the reduction of impacts for our customers and consumers.

External Initiatives

DISCLOSURE 102-12

We know that the complexity and scale of many social and environmental challenges mean that these cannot be tackled by any one organisation acting alone. We work with several external partner organisations and multi-stakeholder initiatives that are seeking to advance progress through common approaches and collaboration. Some of the initiatives we work with are as follows:

10x20x30

This ground-breaking initiative brings together the world's largest food retailers and providers, each engaging with their own suppliers to halve food loss and waste by 2030. Kerry is engaged with this initiative through our Consumer Foods business and is committed to the "Target-Measure-Act" approach to reduce our food waste.

CDP

CDP is a not-for-profit charity that runs the global disclosure system for investors, companies, cities, states and regions to manage their environmental impacts. Kerry has been engaging with CDP for the past ten years and continues to progressively expand its disclosures.

EcoVadis

EcoVadis provides a platform to collaborate on sustainability using a universal scorecard, benchmarks and performance improvement tools. At Kerry, we use EcoVadis to share details of our sustainability performance and approach with other stakeholders.

GRI

GRI (Global Reporting Initiative) is the independent, international organisation that provide a common framework to help businesses such as Kerry communicate its impacts. Kerry has used GRI to inform its approach to disclosure for many years and this current report aligns with GRI Standards: Core option.



IDH

IDH, The Sustainable Trade Initiative, is an organisation that works with businesses, financiers, governments and civil society to realise sustainable trade in global value chains. Kerry works with IDH through our membership of the Sustainable Spices Initiative (SSI) and the Sustainable Vanilla Initiative (SVI).

Partnership for Global LGBTI Equality (PGLE)

PGLE is a coalition of organisations committed to leveraging their individual and collective advocacy to accelerate LGBTI equality and inclusion in the workplace and in the broader communities in which they operate. Kerry was proud to become a member of PGLE in 2021.

RE100

RE100 is a global initiative bringing together the world's most influential businesses committed to 100% renewable electricity. As part of our membership, Kerry is committed to reaching 100% renewable electricity in 2022.

SAI Platform

SAI Platform brings together over 150 member companies and organisations leading the way in sustainable agriculture worldwide. Kerry is an active member of the SAI Dairy Working Group, which has led the development of the Sustainable Dairy Partnership, creating a common approach to sustainable sourcing across this important category.

Science Based Target Initiative (SBTi)

The *SBTi* defines and promotes best practice in science-based target setting and Kerry's Scope 1, 2 and 3 carbon targets have been validated through the rigorous SBTi approval process.

UN Global Compact

Kerry is a signatory to the UN Global Compact (UNGC), the world's largest corporate sustainability initiative and supports the UNGC calls for companies to align strategies and operations with universal principles on

human rights, labour, environment, anti-corruption, and to take actions that advance societal goals.

World Benchmarking Alliance (WBA)

WBA has developed industry specific benchmarks that compare companies' performance on the Sustainable Development Goals (SDGs). The benchmarks are backed by the best available science, while leveraging existing international norms and standards. Kerry was included in WBA's inaugural Food and Agriculture Benchmark which measures and ranks 350 keystone companies on key issues underpinning the food systems transformation agenda.

Membership of Associations

DISCLOSURE 102-13

Kerry is a member of numerous associations and forums that seek to advance the long-term success of our industry and which are committed to building a more sustainable future. Communicating, engaging and collaborating with others is important for our business. We partner with others on concerns that affect our industry, helping us gain alternative perspectives and increasing our understanding so that we can leverage our collective strength to bring about positive change. Some of our memberships include:

British Nutrition Foundation

The British Nutrition Foundation connects people, food and science, for better nutrition and healthier lives, working with experts across the nutrition and food community to provide impartial, evidence-based information, education and expertise, motivating people to adopt healthy, sustainable diets.

Food Drink Europe

Food Drink Europe represents the European food and drink industry, coordinating the work of more than 700 experts through its Committees and Expert Groups around themes including: food and consumer policy (food safety and science, nutrition and health), environmental sustainability and competitiveness.

IOFI

The International Organization of the Flavour Industry (IOFI) is the global association representing the industry that creates, produces and sells flavourings worldwide.

Origin Green

Kerry is a founder member of Bord Bia's (the Irish Food Board) Origin Green programme, the world's only national food and drink sustainability programme, which enables the Irish industry to set and achieve measurable sustainability targets that respect the environment and serve local communities more effectively.

RSPO

The Roundtable on Sustainable Palm Oil (RSPO) aims to transform markets to make sustainable palm oil the norm and our membership is central to our sustainable sourcing approach for this raw material category.

SEDEX

The Supplier Ethical Data Exchange (SEDEX) is a membership organisation that provides one of the world's leading online platforms for companies to manage and improve working conditions in global supply chains. At Kerry, our membership and supplier engagement through the platform supports our responsible sourcing strategy.

SSAFE

SSAFE is a global non-profit membership organization that works to strengthen food safety and improve human, plant and animal health and wellbeing.

Key Impacts, Risks and Opportunities

DISCLOSURE 102-15

There is growing awareness of the need for transformational change across our industry. The impacts of climate change, the accelerating loss of biodiversity, the prevalence of malnutrition and widening social and economic inequality are just some of the issues that need to be urgently addressed to ensure the well-being of current and future generations.

At Kerry, our Purpose of Inspiring Food and Nourishing Life guides our day-to-day activity and helps to inform our choices as we respond to these complex challenges. As the global leader in Taste & Nutrition, we understand that our industry contributes to these impacts and we are committed to playing our role in bringing about change. To better understand this role, we seek feedback from our stakeholders and expert third parties, and prioritise our impact areas with the help of a comprehensive materiality assessment see page 16.

These environmental and social impacts can pose material risks to organisations and their value chains. At Kerry, these risks are reviewed as part of our broader Enterprise Risk Management framework and integrated into our group wide risk management process. In 2021, we completed a deeper assessment of key climate-related risks to better understand how these may impact on Kerry across a range of future scenarios and time horizons, further information is outlined on page 68 of Kerry Group's 2021 Annual Report. Given the systemic nature of many social and environmental risks, we have also assessed the dynamic and interconnected nature of individual Environmental, Social and Governance (ESG) risks to provide a unique insight into how these may interact over time and across our business.

To address many of these risks, we set out our ambitious *Beyond the Horizon* strategy that will see us enhance our positive impact and reach over two billion people with sustainable nutrition solutions by 2030. Guided by our Purpose of Inspiring Food and Nourishing Life, we see this as an opportunity to create a more balanced food system that creates prosperity while protecting people and the planet.

The right to food is a fundamental human right and access to the right nutrition is central to the health and well-being of the communities around us. At Kerry, we have a Vision to be our customers' most valued partner, creating a world of sustainable nutrition. Sustainable Nutrition refers to our ability to provide positive and

balanced nutrition solutions that help maintain good health and which are created in a way that does not compromise the ability of future generations to meet their nutritional needs. Currently, more than 80% of our portfolio delivers balanced and positive nutrition for consumers around the world.

We see the opportunity to co-create solutions with our customers, innovating to meet their challenges and delivering more sustainable food and beverage offerings that respond to evolving consumer demand.

Values, Principles, Standards and Norms of Behaviour

DISCLOSURE 102-16

Business results must always be achieved ethically and legally. We conduct our business guided by our Purpose of Inspiring Food and Nourishing Life and the expectations laid out in the Group's comprehensive Code of Conduct. Our Code was refreshed in 2021 with input from across our business and expert external stakeholders. It represents our dedication to integrity and conducting business with the highest ethical standards. It is based on the principles of protecting our people, working with integrity, safeguarding our information and our assets and caring for our communities.

Our Values of Courage, Enterprising Spirit, Inclusiveness, Open-mindedness and Ownership, guide us as we live our Purpose. They provide a behavioural compass, keeping us on the right path toward our destination. They unite us across cultures and geographies and help us to earn the trust and respect of our people, our customers and communities, having been further embedded into our everyday activities during 2021.

Our success depends on everyone understanding their responsibilities and being accountable in the decisions we make every day. Our Code of Conduct is available in 26 languages and applies to everyone who works for Kerry Group. The ongoing responsibility

for its implementation rests with the Executive Team, supported by relevant functions, including HR and Legal.

All colleagues are required to become familiar with the expectations under the Code. Each new colleague is introduced to the Code of Conduct on joining Kerry and we mandate ongoing training for all colleagues, supported by our approach to employee compliance and governance. In 2021, we communicated our refreshed Code of Conduct during Q4 and will require all our colleagues to deepen their understanding by completing our new Code of Conduct eLearning module during 2022.

Mechanisms for Advice and Concerns About Ethics

DISCLOSURE 102-17

Where employees and external third parties have concerns about business conduct, potential breaches of the Code of Conduct, policies, laws and regulations, the Group provides clear guidance on reporting and the protections for reporters. The Speak Up Policy details the appropriate means of reporting alleged misconduct and the protections of confidentiality, anonymity and non-retaliation afforded to those who report such matters. These protections also apply to anyone assisting a person reporting. To facilitate anyone who wishes to report a concern, employees and external third parties have reporting options, including submitting a report to an ethics hotline and an online service hosted by an independent company, through which employees and third parties can report an issue anonymously (www.kerrygroup.ethicspoint.com).

All incidents reported via this 'Speak Up' facility are reviewed by the Ethics and Compliance Team and formally investigated by the relevant functional heads depending on the nature of the concern raised. The Board assess the adequacy of these whistleblowing arrangements and review reports arising from its operation. During 2021, there were 0.4 cases reported per 100 employees.

Governance

DISCLOSURE 102-18

We understand the importance of strong governance to the ongoing success of our organisation. The Board of Directors has ultimate responsibility for oversight of the Group's activities, while incorporating the views of all our stakeholders and ensuring that their interests are considered in Board discussions and decision making. Kerry Group has a clear Governance Framework with defined responsibilities and accountabilities as outlined in the diagram below.

The Board's role is to promote the long-term sustainable success of the Company, generating value for all its stakeholders, while developing and monitoring strategy, managing the risks that face the organisation and embedding the Company's purpose and values. The Board has three Committees: the Audit Committee, the Governance, Nomination and Sustainability Committee and the Remuneration Committee.

The Governance, Nomination and Sustainability Committee of the Board has responsibility for guidance and oversight of the implementation of the Group's sustainability strategy and is supported in this work by the Global Sustainability Council.

This council, chaired by the Chief Executive Officer, comprises the Group's Executive management (including the Group Head of Sustainability) and functional leaders from across the organisation. It meets quarterly to review and monitor the effectiveness of the Group's sustainability strategy and to discuss ongoing performance versus defined targets. In 2021, the Group Head of Sustainability provided updates on the effectiveness of the Group's strategy, performance in relation to agreed targets, climate related risks and opportunities and TCFD aligned disclosures to the Governance, Nomination and Sustainability Committee of the Board, in addition to providing a broader strategic update to all board members.

To support the objectives of the Global Sustainability Council, a number of cross-functional councils have been established based on key themes covering material topics. These councils, led by functional leaders, meet regularly and are responsible for designing and executing projects and activities that support delivery of Kerry's goals across relevant business functions. Sustainability metrics were included as part of the long-term incentive plan for Executive Directors and senior executives in 2021. Further details on governance are outlined in Kerry Group's 2021 Annual Report on pages 96 to 108.

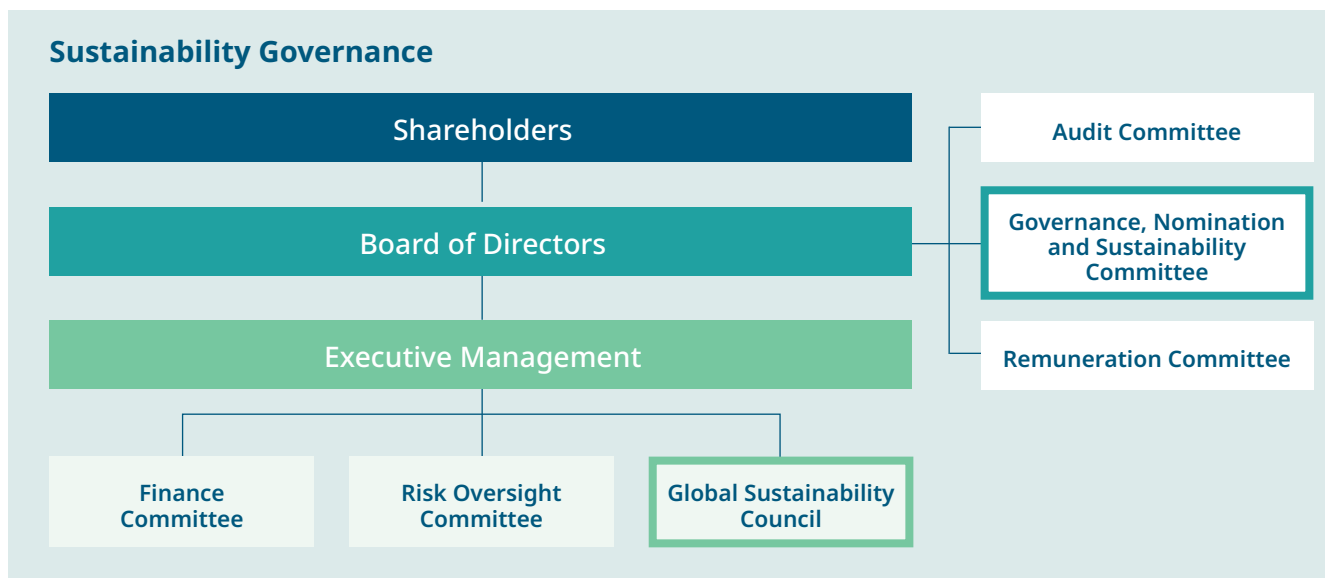
Stakeholder Engagement

DISCLOSURE 102-40, 102-42, 102-43, 102-44

The nature of the challenges facing our industry and the required pace of change means that we must build a shared understanding and a common path forward. Kerry is committed to ongoing and constructive engagement with our stakeholders through structured two-way dialogue and analysis to ensure we incorporate their views into our business activities.

Through a process of stakeholder analysis and prioritisation, we clearly identify those groups we impact on as well as those groups that can influence and impact on Kerry. We engage these key stakeholders through a variety of channels, many of which are tailored for specific stakeholder groups. These include one-to-one interactions, engagement with representative bodies and relevant multi-stakeholder platforms to clearly identify potentially impactful issues and groups.

Among our key stakeholders are customers, consumers, employees, shareholders, suppliers, communities and government. We understand that among and within these groups, there can be different and sometimes conflicting views. As part of our engagement, we seek to balance these competing interests and respond in a way that maximises the value for all those connected with the organisation.



Engagement Process

Why we engage	How we engage	Key topics
Customers and Consumers		
<p>Strong engagement with our customers and consumers enables us to operate a customer-centric business model and act as our customers most valued partner, creating a world of sustainable nutrition.</p>	<ul style="list-style-type: none"> > Ongoing engagement through commercial teams > Customer and industry conferences and events > Innovation and market insight forums > Sustainability Materiality Assessment > Scientific and thought leadership via Kerry Health & Nutrition Institute 	<ul style="list-style-type: none"> > Co-creation and innovation > Healthier and more sustainable product options > Consumer trends and behaviour > Impact of COVID-19 on the end-to-end supply chain > Climate change and product carbon footprint > Product environmental and social impact > Responsible sourcing including human rights and traceability
Employees		
<p>Regular and ongoing engagement with our employees is key to attracting, developing and retaining a talented, dedicated and a motivated workforce which ensures the successful delivery of our strategy and achieving our purpose.</p>	<ul style="list-style-type: none"> > One-to-one engagement with people leaders > Employee engagement survey > Interim Leader Pulse Check > Physical and virtual employee briefings and Town Halls > Ongoing performance review process > Dedicated digital channels e.g. Workplace > Training and development programmes > Designated Workforce Engagement Director's engagement activities > Engagement with Work Councils and Trade Unions > Sustainability Materiality Assessment 	<ul style="list-style-type: none"> > Employee health, safety and wellbeing > Diversity, Inclusion and Belonging > Rewards and recognition > Career development and opportunities > Business performance and strategic developments > Sustainability developments including progress, achievements and challenges
Shareholders		
<p>Active engagement with our shareholders ensures they are aware of the Group's business environment, strategy, performance and sustainability commitments. The views of our Shareholders help to inform the strategic decision making of the Board.</p>	<ul style="list-style-type: none"> > Virtual Capital Markets Day > Investor meetings and conferences > Investor events > Analysts' briefings > Published material > Annual General Meeting > Sustainability Materiality Assessment 	<ul style="list-style-type: none"> > Group performance and outlook > Strategic positioning > Marketplace dynamics > Sustainability strategy and climate change transition > Social and environmental performance > ESG disclosures > Supply chain matters

Why we engage	How we engage	Key topics
Suppliers		
<p>By engaging with our suppliers, we can ensure they continue to meet Kerry's high standards in product safety, quality, and business ethics, whilst respecting human rights and the environment.</p>	<ul style="list-style-type: none"> > Supplier commercial engagement > Industry conferences > Supplier audits > Supplier sustainability requests > Sustainability Materiality Assessment > Multi-stakeholder initiatives 	<ul style="list-style-type: none"> > Raw material availability and pricing > Contingency supply arrangements in response to ongoing global challenges > Product safety and quality standards > Responsible sourcing including sustainable agriculture and upholding the rights of workers throughout the supply chain.
Community		
<p>By fostering strong relationships with the communities in which we operate, we can help support livelihoods and create a better society whilst protecting the environment.</p>	<ul style="list-style-type: none"> > MyCommunity initiative > Employee volunteering programme > Partnerships with leading Non-governmental Organisations (NGOs) > Ongoing dialogue with community organisations > Sustainability Materiality Assessment 	<ul style="list-style-type: none"> > Impact of COVID-19 on wider society > Local economic development > Access to nutrition and sustainable food production > Diversity, Inclusion and Belonging > Human Rights > Climate change and environmental matters
Government		
<p>Through our engagement with government and state authorities, we can inform them of our corporate position on the concerns facing our industry and we can increase our understanding of wider issues, enabling us to engage in relevant policy and regulatory debates.</p>	<ul style="list-style-type: none"> > Participation in Food & Agri Expert Panels > Membership of Trade Associations and Roundtables > Direct engagement with government and state authorities > Sustainability Materiality Assessment 	<ul style="list-style-type: none"> > Policy changes > Economic growth > Climate change > Nutrition & Health > COVID-19 and ongoing global challenges > Human rights > Transparency and Reporting

Collective Bargaining Agreements

DISCLOSURE 102-41

Kerry respects our employees' right to choose to join or not join a trade union, or to have recognised employee representation in accordance with local law as outlined in the Group's Freedom of Association Policy. We believe in the rights of workers to associate freely and bargain collectively and are committed to fostering open and inclusive workplaces that are based on recognised workplace human rights, as it is our belief that every employee's action contributes to Kerry Group's success. We have a significant trade union and Works Council presence across our global footprint (43% of our locations have a Works Council or trade union present), representing a key stakeholder group as part of our overall employee relations agenda. While 25% of employees globally are covered by collective bargaining agreements, we also operate a formal pay review and planning process for those employee groups who are not represented. For more detail, see Disclosure 404-3 on page 39.

Entities Included in the Consolidated Financial Statements

DISCLOSURE 102-45

Details of the principal entities included in the consolidated financial statements are outlined in Note 36 on pages 228 – 233 of Kerry Group's 2021 Annual Report.

Defining Report Content and Topic Boundaries

DISCLOSURE 102-46

Our material topics are defined through a structured process that assesses issues, risks and potential outcomes, and considers their importance in influencing the decision making of key stakeholders as well as their importance to Kerry's business performance and wider social, environmental and economic impacts.

We completed a comprehensive review of our material topics in 2021, which reflects the evolution of many sustainability issues across our industry. This updated assessment integrates the principles of dynamic and double materiality within the assessment process. In conjunction with the review, we also conducted a specific dynamic risk assessment to determine how certain risks and opportunities are evolving for our business and to provide important insight on the interconnected nature of these risks.

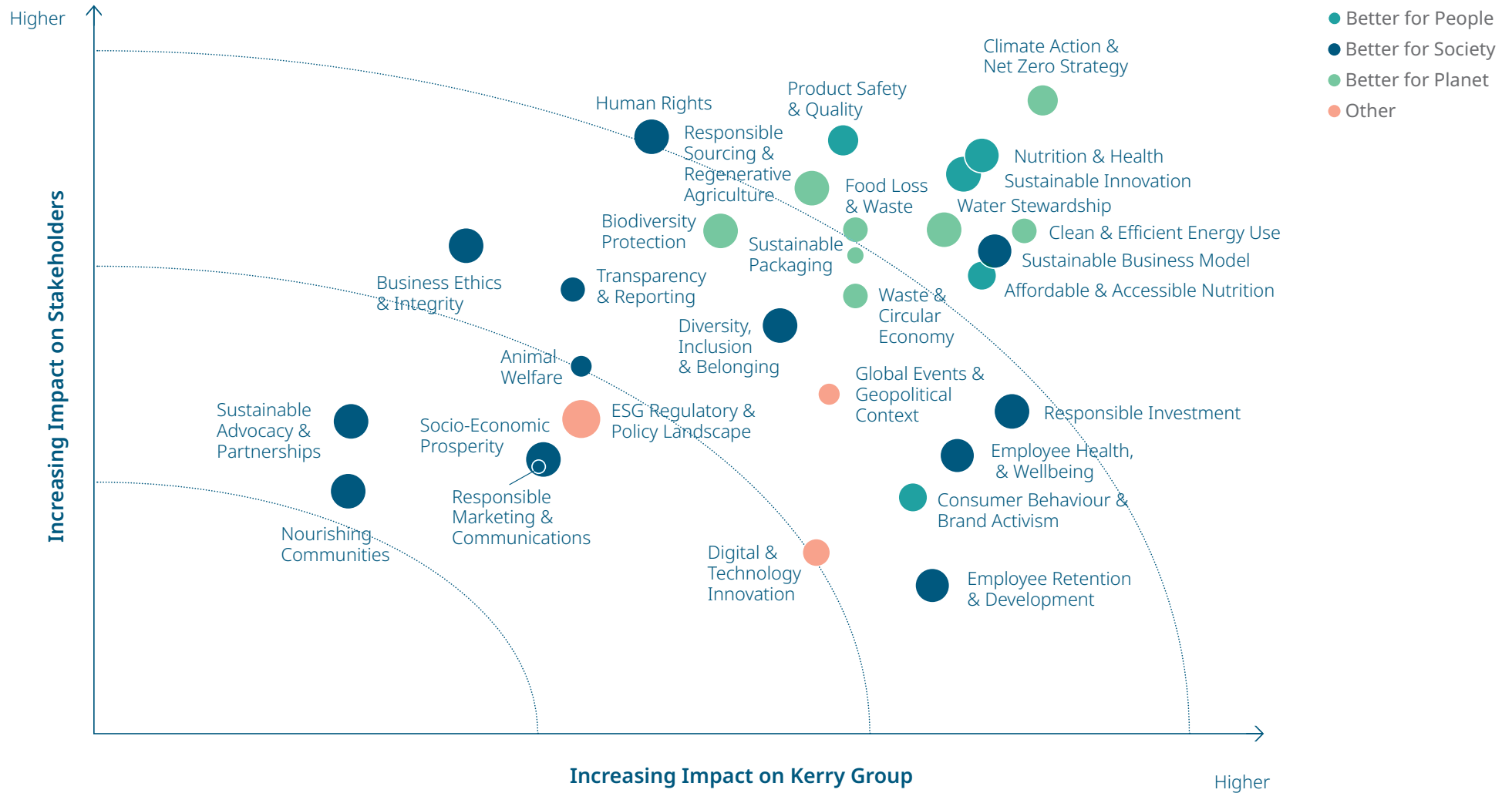
Our assessment of double materiality uses the UN SDGs as a guiding framework and through expert stakeholder input, we defined key areas where Kerry can have the greatest environmental and socio-economic impacts.

The outputs of this assessment are reflected in the matrix below and while many of these topic areas are not new, we see disaggregation in some areas as certain elements within broader topics become increasingly salient. We also see changes in relative importance of some topics, most notably the continued acceleration of climate-related topics, the increasing importance being attributed to biodiversity and the demand for more sustainable innovation as stakeholders look for solutions in response to these challenges.

These material topics are reviewed as part of the broader risk assessment process, and further details on the Group's principal risks are outlined in the Risk Management Report on pages 75 - 85 of Kerry Group's 2021 Annual Report. We respond to these issues through our *Beyond the Horizon* strategy and have a comprehensive governance structure in place to support our efforts as outlined on page 12.

List of Material Topics

DISCLOSURE 102-47



200: Economic

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Economic Performance

DISCLOSURE 201

103-1 Material Topic and Boundary

Economic performance refers to our ability to operate a profitable company generating value for all our stakeholders, including employees, customers, shareholders, suppliers, government and the communities in which we operate.

A solid economic performance enables us to create further opportunities and an environment where all our people are inspired to develop and to help grow our business. It enables us to expand our sustainable nutrition innovation through partnerships with leading academic institutions and scientific research bodies, and to be the co-creation partner of choice for our customers. It allows us to support our suppliers to improve our ingredients portfolio and ensure greater transparency and responsibility within the supply chain. Finally, a strong economic performance allows us to invest in improving the social and environmental outcomes for communities with the greatest need, in partnership with our employees and leading NGO's.

103-2 Our Management Approach

Being a responsible and sustainable company means Kerry can generate long-term value for our shareholders, strive to achieve long-term growth with our customers, consumers and suppliers and provide safe and supportive working conditions for our employees, while protecting the environment and people around us. The economic value generated by Kerry is distributed to its many stakeholders through operating costs, employee wages and benefits, dividends and tax payments.

Our strategic priorities together with our financial targets, outlined on pages [xx] –[xx] of Kerry Group's 2021 Annual Report, drive responsible and sustainable growth. In 2021, we updated the market with our refreshed mid-term strategy, which is centred around creating a world of sustainable nutrition.

These strategic priorities are complemented by our margin expansion objectives and underpinned by a returns discipline, with sustainability a key consideration for all strategic decisions. Collaborations with customers, suppliers, employees and with the communities in which we operate, positions Kerry as the co-creation partner of choice and enables value creation for the Group and its key stakeholders.

103-3 Evaluation of Management Approach

We measure and evaluate our financial performance using a range of business performance indicators, which are used to track progress against our targets.

In 2021 we delivered strong growth and good financial performance, while recognising the lower comparatives in the prior year due to the impact of COVID-19. Group revenue increased to €7.4 billion driven primarily by strong volume growth of 8.0%. Group EBITDA increased to €1.1 billion as EBITDA margin increased to 14.7%. Free cash flow was €566m, which represented cash conversion of 84%. For more details on our performance measures see Kerry Group's 2021 Annual Report.

Disclosure 201-2 Financial implications and other risks and opportunities due to climate change

The scale of the climate crisis is becoming increasingly apparent with disruption of communities, businesses and economies around the world. Both acute and chronic climate related events can impact on our ability to operate, while the evolving policy landscape, emerging technology and changing consumer demand all present risks and opportunities for our business. At Kerry, we are progressively integrating the recommendations of the Taskforce on Climate related Financial Disclosures (TCFD) in both our climate strategy and reporting. Further information on our alignment with TCFD can be found in Kerry Group's 2021 Annual Report on pages 68-74.

Disclosure 201-3 Defined benefits obligations and other retirement plans

The Group operates post-retirement benefit plans throughout much of its global business. These plans are structured to accord with local conditions and practices in each country Kerry operates in and can include both defined contribution and defined benefit plans. The assets of the schemes are held, where relevant, in separate trustee administered funds. Further information is outlined in Note 26 to the Consolidated Financial Statements on pages 214 - 219 of Kerry Group's 2021 Annual Report.

Disclosure 201-1 Direct economic value generated and distributed.⁵

Revenues	Operating Costs	Employee Wages and Benefits	Payments to Providers of Capital	Income Tax Payments to Governments ⁶	Economic Value Retained
€7,350.6m	€5,125.8m	€1,349.3m	€229.2m	€72.0m	€574.3m

5 As per Financial Statements 2021, includes Meats and Meals up to date of sale and acquisitions: National Vinegar Co., Biosearch S.A., Hare Topco Inc. (trading as Niacet Corporation), Afribon (Mauritius) Ltd, Enmex S.A. de C.V. and Shandong Tianbo Food Ingredients Co., Ltd.
6 Income tax is only a portion of the direct tax contributions paid by Kerry Group to governments during the year. Other direct taxes paid during the year are included in employee wages and benefits, e.g. employers national insurance contributions, and in operating costs, e.g. customs duty, property tax, goods and services tax, non-recoverable VAT and stamp duty.

Market Presence

DISCLOSURE 202

103-1 Material Topic and Boundary

Kerry has an operational footprint across 36 countries and employs over 22,000 people globally. As such, we make an important contribution to economic and social development in these regions through our market activities and employment practices. This is important for us as strong vibrant communities provide a pool of talent for our business, are a source of goods and services, and are home to the consumers of our products. As a responsible business, we have a role to play in ensuring that we respect all local regulations, that our employment practices are fair and that they reflect the diverse nature of the communities where we are present.

103-2 Our Management Approach

The Group's Code of Conduct sets out our commitments to fair and equal treatment of all our employees and this is reflected in our dedicated Wage and Hour Practices Policy. We appreciate and value the dynamic mix of people who bring new perspectives, experiences and thought leadership to help Kerry continuously grow and innovate for our customers. We ensure all applicants are treated fairly and hiring decisions are based on objective criteria. We offer fair and equal opportunities for continuous personal and professional development and actively support our employees to fulfil their career ambitions with Kerry. We compensate fairly and match or exceed the minimum pay rates set by government or legislature in the countries in which we operate.

103-3 Evaluation of Management Approach

Our approach to talent management is kept under ongoing review by our Human Resources function,

including our approach on compensation and our commitments on diversity, inclusion and belonging. A dedicated Social Sustainability Council led by the Chief Human Resources Officer forms part of our broader sustainability Governance Framework and takes the lead on the monitoring and evaluation of our approach. Further information is outlined in Our People section on page 15 of Kerry Group's 2021 Annual Report.

Disclosure 202-1 Ratios of Standard Entry Level Wage by Gender Compared to Local Minimum Wage

We comply with local minimum wage requirements in all locations, irrespective of gender. In addition, our employees are eligible for many supplementary variable compensation and employee benefit programmes, which provide additional rewards in line with our reward philosophy.

The ratio of entry level wage to the minimum wage for 2021 is one or higher in each location, across both genders.

Disclosure 202-2 Proportion of Senior Management Hired from the Local Communities

Kerry has 112 nationalities represented in our overall workforce and ensuring our senior leadership and management levels reflect both our workforce and the communities in which we live and work in, is a key imperative for us. We will continue to improve cultural diversity through strengthening our talent pipeline and positively encourage the progression of local talent into our regional leadership and management teams.

We define a 'local hire' as one where a role has been filled by an employee who identifies as being a national of the country where the role is located. In 2021, 86%⁷ of senior management at our significant locations⁸ were hired from within the local community (2020: 88%⁷).

⁷ Employee data is based on headcount at 31st December, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Nationality is not a mandatory field for employee profiles. Disclosures are based on those who have entered their nationality. In 2021, 12% (2020: 10%) of the senior management population in significant locations have not entered their nationality in our central HR system and have been excluded. Detail of scope is contained in GRI 102-48

⁸ Significant locations: Brazil, China, Ireland, Malaysia, Mexico, United Kingdom and United States of America

Procurement Practices

DISCLOSURE 204

103-1 Material Topic and Boundary

With a raw material and consumables spend of over €4 billion, Kerry sources products from a range of suppliers globally, providing economic support to farm families and local communities across multiple regions. These raw materials are essential for the creation of our products and meeting the demand from customers and consumers for solutions that deliver more sustainable nutrition.

Although the environmental impact from agriculture is well documented, it also plays a vital social and economic role and is essential for food security. As one of the most powerful tools to end extreme poverty, agricultural development is central to ensuring we can meet the UN SDGs and feed a population of almost ten billion people by 2050⁹. At Kerry, we know that the production of our raw materials creates social and environmental challenges and can often represent the greatest impact area across our value chain. Addressing these impacts is a challenge within a complex global supply chain and as part of our vision to create a world of sustainable nutrition, we will engage with suppliers directly as well as participating in multi-stakeholder initiatives to progress our Scope 3 goals.

103-2 Our Management Approach

Kerry Group sets the highest standards for the way we conduct our business. In turn, we expect suppliers to operate responsibly, with integrity and transparency. Furthermore, we expect suppliers to treat all employees fairly, honestly and with respect, in full compliance with the requirements laid out in our Supplier Code of Conduct.

⁹ <http://www.worldbank.org/en/topic/agriculture/overview>

While this code sets out our minimum requirements, we partner with suppliers to ensure food quality and safety, decent livelihoods, promote practices that protect and regenerate vital ecosystems, and protect the rights of workers and communities throughout our value chain. We do this through engagement with our supply partners and other industry stakeholders to drive more sustainable practices right back to farm level. We risk assess supply chains to prioritise and engage with key stakeholders in order to better understand common challenges and identify effective ways to address these.

We conduct social and environmental assessments across our supply base and using these assessments as an input, we have identified priority raw material categories where we will pursue 100% responsible sourcing by 2030, alongside other initiatives. These categories have been selected due to their significance for Kerry and/or the significant impact that production of these raw materials have on people and the environment. Further information can be found on page 65 of Kerry Group's 2021 Annual Report.

We use a combination of certification and verification to achieve our sourcing goals in addition to membership of other platforms that support our objectives. We work with supply partners and third parties on direct engagement and programme implementation at farm level. We are also reviewing the opportunity for smaller and more diverse suppliers to increasingly contribute to our business and expect to further formalise our approach in 2022.

103-3 Evaluation of Management Approach

Our procurement teams continue to integrate environmental and social criteria within our category management approach and our responsible sourcing strategy is kept under ongoing review at our dedicated

Responsible Sourcing Council, led by the Chief Procurement Officer. This council forms part of our broader sustainability Governance Framework with updates on functional plans and progress provided to the Group Sustainability Council at scheduled meetings throughout the year.

Disclosure 204-1 Proportion of Spending on Local Suppliers

Shorter, local supply chains are often less complex and can provide a level of resilience to global disruptions such as COVID-19. They also help to support the local economy and communities where we operate. In 2021, 80% (2020: 80%) of our combined indirect and direct raw material spend was with local suppliers¹⁰ to Kerry.

Anti-Corruption

DISCLOSURE 205

103-1 Material Topic and Boundary

Acting ethically and legally is a core business principle for Kerry and its employees. Adherence to the highest ethical standards is not only the right thing to do, it also protects the business from the risks of corruption and bribery. Where organisations are found to engage in unethical practices, they can be held responsible for their own actions as well as the actions of certain people associated with them resulting in severe financial fines and reputational damage.

103-2 Our Management Approach

As part of the Group Code of Conduct, Kerry's Anti-Bribery Policy describes our zero-tolerance approach and provides guidance to all employees regarding potential situations involving bribery. The scope of this policy includes the prohibition of corruption, bribery and inappropriate gift giving, as well as mechanisms for

the approval and reporting of gifts, entertainment and hospitality. We promote awareness around these expectations with all employees and in 2021, we communicated this as part of our refreshed Code of Conduct. We also mandate anti-bribery training for all relevant employees and certify completion as part of our overall Code of Conduct training.

Our whistleblowing arrangement includes an externally facilitated multi-lingual hotline 'Speak Up' through which all employees and third parties can raise concerns in confidence, 24 hours a day by phone or online.

103-3 Evaluation of Management Approach

Risk of bribery or other corrupt practices are assessed as part of the Group's risk management framework, which has been designed using three lines of defence. Under this approach, operational management is responsible for identifying risk of corruption and managing the internal control environment in accordance with our policies. Group functional teams, including Legal and Financial Control, support these functions by verifying internal controls and facilitating risk assessments. Thirdly, our Group Internal Audit function, with other external parties, perform reviews which give independent assurance over the operation of the internal control framework, risk management systems and governance processes. For more on our risk management framework see page 76 of our Kerry Group Annual Report 2021.

In 2021, Kerry Group was independently ranked in third position by Transparency International Ireland in its first National Integrity Index. The report looked at the corporate disclosure practices of 30 leading companies in Ireland and the degree to which they are prepared to address corruption-related risks.

¹⁰ Local suppliers are defined as local if they are located in, and invoice from, the same country as our site of operation which receives the goods or services. Detail of scope is contained in GRI 102-48

Disclosure 205-1 Operations Assessed for Risk Related to Corruption

Queries on bribery and corruption form part of the ongoing assessment of each business unit undertaken by the Group's Internal Audit Team. In addition, this team's assessment of areas aligned with our Code of Conduct, is supported by each site's registration with the SEDEX platform. As part of their membership, each site must complete a detailed self-assessment which examines areas of labour standards, health & safety, environment and business ethics. The assessment under each of these areas takes into account legal requirements, international standards and good practice and supports the Group in identifying any potential areas of concern.

In addition to this self-assessment process, selected sites undergo third party audits which are focused on these same areas and provide an independent view of our performance. We integrate the outputs of these third party reviews within our own internal processes, resulting in a comprehensive assessment approach. Further information on SEDEX is outlined in *Disclosure 412 Human Rights Assessment* on page 43.

Disclosure 205-2 Communication and Training About Anti-Corruption Policies And Procedures

We have tailored communications and learning supports on bribery, corruption and the ethical handling of issues linked to gifts, entertainment and hospitality. These form part of mandatory training requirements for all colleagues globally.

Disclosure 205-3 Incidents of Corruption and Actions Taken

In 2021, Kerry had a total of 0.4 reports per 100 employees through our confidential reporting platform, 'Speak-Up'. These included cases relating to human resources, environmental health and safety and potential misappropriation of company assets. All reported incidents are reviewed and formally investigated confidentially by the Ethics and Compliance Team and the relevant functional leader depending on the nature of the concern raised.

Anti-Competitive Behaviour

DISCLOSURE 206

103-1 Material Topic and Boundary

Trust and transparency are the foundations of reliable and constructive relationships with all our stakeholders. This is reflected in the inclusion of business ethics within the Group's materiality assessment and principal risks. Failure to prevent anti-competitive behaviour can result in severe financial fines and reputational damage for an organisation.

103-2 Our Management Approach

As part of the Group Code of Conduct, Kerry's Fair Competition Policy provides guidance to all employees and the Board of Directors on potential situations involving anti-competitive behaviour. We promote awareness around these expectations with all employees, and in 2021, we communicated this as part our refreshed Code of Conduct. Kerry conducts training for anti-competitive behaviour for all relevant employees and certifies completion as part of our overall Code of Conduct training.

Our whistleblowing arrangement includes an externally facilitated multi-lingual hotline 'Speak Up' through which all employees and third parties can raise concerns in confidence, 24 hours a day by phone or online, including issues relating to anti-competitive behaviour.

103-3 Evaluation of Management Approach

The Group's legal and compliance teams review and monitor compliance with the Fair Competition Policy on an ongoing basis, and risks of anti-competitive practices are assessed as part of the Group's risk management framework outlined under *Disclosure 205* above. For more on our risk management framework see page 76 of our Kerry Group Annual Report 2021.

Disclosure 206-1 Legal Actions for Anti-Competitive Behaviour

There have been no material legal actions for anti-competitive behaviour involving Kerry in 2021.

300: Environmental

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Materials

DISCLOSURE 301

103-1 Material Topic and Boundary

Kerry depends on material inputs for the production, processing and packaging of its products and therefore our activities can have an impact on resource cycles and the natural systems in which they are produced. As a creator of solutions that are largely derived from-food-for-food, many of these materials are of agricultural origin and are, by their nature, renewable. There are also non-renewable materials used in support of our production processes and for some packaging of our products. The production, sourcing, transportation and use of these materials can lead to adverse environmental impacts, including emissions to air and water, soil degradation and the generation of waste.

The flow of materials through our value chain means that this is a topic which is relevant at all stages. Within our operations, we seek to make the most efficient use of resources and to minimise all waste. We do this through a focus on continuous improvement and delivery against our own waste and packaging targets. Upstream, we have a responsible sourcing strategy that directs activities towards production practices that are less impactful and which support better environmental outcomes within priority categories. Downstream, we work in partnership with our customers to minimise material inputs to their processes and packaging, supporting them on both their environmental and economic objectives.

103-2 Our Management Approach

The world's food systems are responsible for more than one-third of global Greenhouse Gas (GHG) emissions¹¹ and much of this impact is embodied in the materials that flow through this system. Our efforts to create less resource intensive production and consumption practices

11 Global Greenhouse Gas Emissions from Animal-Based Foods Are Twice Those of Plant-Based Foods," by Xiaoming Xu et al., in Nature Food. Published online September 13, 2021

are critical in the attempt to mitigate climate change and remain within key planetary boundaries.

We have identified priority raw material categories where we are taking action to ensure 100% of these inputs come from sustainable sources by 2030. To achieve this, we work with suppliers and industry bodies to limit the impacts of their production. This includes a commitment to no deforestation across relevant commodities and working with partners to encourage production practices that lower carbon emissions and protect nature through the use of more regenerative approaches. For more details on our responsible sourcing strategy, see page 65 of Kerry Group's 2021 Annual Report.

Within our operations, we continue to drive resource efficiency across all manufacturing locations in support of both cost and sustainability objectives. We have a range of proprietary process technologies that allow us to extract the maximum value from raw materials, thereby reducing the need for further input and helping us to valorize what might typically be considered as waste.

For our customers, we have the portfolio and innovation expertise to support them as they seek to reduce their material intensity. Across a range of end use markets, we work in partnership with our customers to develop solutions that meet these needs, for example through the use of dry beverage products that enable the use of less packaging, water and transportation. Our Tastesense™ sweet technology can replace up to 30% of the sugar, with its related environmental impacts, while while maintaining a products taste.

We also use a mix of renewable and non-renewable materials to package our products. In 2020, we made a commitment that all our plastic packaging will be reusable, recyclable or compostable by 2025 and that we will reduce the amount of virgin plastic we consume by 25%. In 2021, initiatives to achieve these goals have included changes to packaging sizes and formats, as well as substitution and removal of certain plastic materials.

103-3 Evaluation of Management Approach

We seek to make the most efficient use of raw materials from an environmental and cost perspective and efforts to achieve this are led by our integrated operations and RD&A functions. Progress towards our responsible sourcing and packaging goals are evaluated on an ongoing basis through our dedicated Responsible Sourcing Council led by the Chief Procurement Officer. In 2021, progress has been made across relevant categories including on dairy via integration of the approach under the Sustainable Dairy Partnership, we have further developed the traceability for our palm oil purchases and mapped out pathways towards our targets across all priority categories.

301-1 Materials Used

Renewable versus non-renewable

Given our natural 'from-food-for-food' heritage, many of our raw materials are derived from agricultural production and as such are inherently renewable. In 2021, 86% (2020: 86%) of our raw material spend was on products from renewable¹² sources.

12 Renewable material is defined as material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes e.g woods, paper, crops. Non-Renewable material is defined as resources that do not renew in short time periods e.g minerals, metals, oil, gas or coal. Detail of scope is contained in GRI 102-48

Energy

DISCLOSURE 302

103-1 Material Topic and Boundary

Energy production and use is the most significant contributor to manmade GHG emissions. Given the global risk posed by climate change, which includes more frequent and extreme weather events and changes to precipitation patterns, there is a potential for associated risks to our business, such as disruption to our manufacturing locations and raw material supply chains. Further information on climate related risks and opportunities is outlined on pages 68-74 of Kerry Group's 2021 Annual Report.

Energy is relevant for us right across our value chain. It is the primary driver of our direct emissions and it is vital for the production of raw materials in our supply chain and for the further processing of our products by our customers.

103-2 Our Management Approach

Energy is the most significant contributor to our operational emissions (Scope 1 & 2) and our approach to energy is a critical element within our overall decarbonisation strategy. Across our sites, we are focused on improving energy efficiency and have an ISO 50001 Energy Management system in place across key locations. We employ independent energy assessments across our facilities to identify reduction opportunities and focus our investment on projects that deliver on our sustainable business objectives. In 2021, over 20% of our energy demand was covered by a certified energy management system and we appointed a global partner to lead our work on identifying energy reduction opportunities and deployment of energy metering, monitoring and targeting.

In addition to reducing energy consumption, we are committed to increasing the share of our energy which is generated from renewable sources. We are a member of RE100, a global initiative that brings together the world's most influential businesses committed to 100% renewable electricity. As part of our membership, we targeted the conversion of our electricity use to renewable sources by 2025, a commitment we are now accelerating to achieve during 2022. We made good progress against this commitment in 2021, switching 100% of our European and Latin American operations to green electricity with the support of renewable energy contracts and certificates. This has helped to bring our total electricity from renewables across the Group to 65%. We will continue to increase our use of renewable energy, exploring greater use of Power Purchase Agreements (PPAs), where this is feasible.

103-3 Evaluation of Management Approach

Our performance on energy and the effectiveness of our approach is evaluated by a dedicated Environmental Council, led by the Chief Operating Officer. Through this council, our progress on energy consumption and the integration of renewables within our energy mix is reviewed as part of the overall Group performance on climate action. In 2021, we increased the proportion of renewables and our energy intensity was 5% lower than our 2017 base year.

Disclosure 302-1, 302-3

Energy Consumption (MWH)	2021	2020	2019	2017
Renewable energy				
Electricity Consumption	490,995	130,674	-	-
Direct Fuel Consumption	83,230	82,979	80,445	53,476
Total Renewable Energy Consumed	574,225	213,653	80,445	53,476
Non-renewable energy				
Direct Fuel Consumption	2,149,571	2,142,001	2,231,622	2,155,683
Electricity Consumption	261,318	624,686	772,677	805,066
Heating	56,520	53,493	57,932	45,996
Total Non-Renewable Energy Consumed	2,467,409	2,820,180	3,062,231	3,006,745
Total Energy Consumed¹³	3,041,634	3,033,833	3,142,676	3,060,221
Energy Intensity¹⁴	0.90	0.92	0.92	0.95

¹³ Our energy data reflects energy use across our manufacturing and non-manufacturing sites. Detail of scope is contained in GRI 102-48.

¹⁴ Energy intensity is a relative measure using total energy consumed divided by tonnes of finished product.

Water and Effluents

DISCLOSURE 303

103-1 Material Topic and Boundary

The fundamental importance of water means that access is internationally recognised as a basic human right. More than two billion people currently live in countries experiencing high water stress and this situation is predicted to worsen as demand for water rises and the effects of climate change intensify¹⁵. Higher temperatures and more extreme weather conditions will affect availability and distribution, increasing scarcity in some regions while causing flooding in others.

At Kerry, access to good quality, fresh water is vital to our operations, the production of our raw materials and in some instances, the use of our products. Given the growing demand, it is essential that we use this resource as efficiently as possible and act to protect water sources and ensure equitable access for all users.

103-2 Our Management Approach

Our Operations

We continue to advance our approach to water stewardship, as part of which we are targeting a 15% improvement in water efficiency across our operations by 2025, versus our 2017 base year. In addition, we want to ensure we protect water quality and broader access for communities where we operate. Given the uneven distribution of water resources, some of our locations are potentially more vulnerable to physical water risk and we continue to view our water footprint within this broader global context.

We understand that water discharges from our sites can have an impact on local water quality and make every effort to ensure we protect local water sources. We track and monitor compliance with relevant water standards on an ongoing basis and report on these internally alongside our water use data.

In 2021, we revised our water risk assessment to take account of our changing operational footprint and updated contextual data. Using the World Resources Institute's (WRI) Aqueduct Tool, we have categorised the risk associated with each manufacturing location and adjusted our site level targets to reflect the local water context at each site. For the top nine sites identified through this process, we have begun a review of water related activity across these locations, including the use of independent assessments for the identification and quantification of water risks and opportunities.

Our Supply Chain

While our priority focus to date has been on water risk associated with our operations, we undertake a high-level assessment of water challenges and risks associated with our raw material categories. This is informed by assessment of relevant sourcing locations and via expert third party sources. Our activity is focused specifically on priority raw materials that represent a range of sustainability risks, including those related to water. For each of these categories, we take a targeted approach to environmental and social 'hotspots' and seek to employ the most effective mitigation approaches by commodity and region. For example, dairy is known to be a water intensive commodity, however, dairy production in Ireland relies on a rain-fed, pasture-based system where water quantity does not pose a significant challenge. Instead, maintaining water quality is the key challenge for this region and in response we have dedicated resources to work in partnership with local authorities, farmers and other water users at river basin level to implement a range of targeted activities that result in improvements to water quality in these catchments.

103-3 Evaluation of Management Approach

Our Health, Safety and Environmental (HSE) teams take the lead on ongoing monitoring and evaluation of water and wastewater performance across our manufacturing sites and work closely in conjunction with both our engineering and RD&A functions on measures to improve overall water efficiency. Our progress in this area is reviewed by the Environmental Council, led by our Chief Operating Officer. We also report detailed information on our water activities through CDP and in 2021, achieved a score of B in their independent assessment.

As our business volumes recovered through 2021, with the easing of restrictions in the foodservice channel, our performance on water was challenged. This was driven by several factors, including high water consumption for process cooling. In 2021, we recorded a 4% reduction versus our 2017 base year. We have identified a pipeline of water reduction opportunities which are supported by our capital investment programme. In particular, planned investment in 2022 will result in improvements in future years to deliver our 2025 ambition.

15 Scarcity | UN-Water (unwater.org)

Disclosures 303-3, 303-4, 303-5

Water Withdrawal (M³)	2021	2020	2019	2017
Surface water	4,138	4,933	3,964	3,699
Groundwater	8,672	8,291	8,278	8,729
Third-party water	8,075	7,872	8,263	8,156
Total water withdrawal¹⁶	20,885	20,096	20,505	20,584
Water Intensity¹⁷	6.17	6.11	6.03	6.40
Areas with water stress				
Surface water	22	15	19	22
Groundwater	96	99	115	129
Third-party water	348	337	376	316
Total water withdrawal from areas with water stress¹⁸	466	451	510	467
Water Intensity in areas with water stress¹⁹	2.95	3.25	3.33	3.49
Water Discharge (M³)	2021	2020	2019	2017
Surface water	8,799	8,605	8,830	8,509
Groundwater	34	27	30	34
Seawater	159	166	170	161
Third-party water	8,993	9,065	8,597	8,631
Total water discharge¹⁶	17,985	17,863	17,627	17,335
Water Consumption (M³)	2021	2020	2019	2017
Total water consumption from all areas ¹⁶	2,900	2,233	2,878	3,249
Total water consumption from areas with water stress ¹⁸	228	189	233	202

¹⁶ Our water data reflects water use across our manufacturing facilities. Detail of scope is contained in GRI 102-48

¹⁷ Water intensity is a relative measure using total water withdrawal divided by tonnes of finished product.

¹⁸ Areas with water stress identified using the WRI's Aqueduct Tool

¹⁹ Water intensity areas with water stress, is a relative measure using total water withdrawal from areas with water stress divided by tonnes of finished product from areas with water stress.

Biodiversity

DISCLOSURE 304

103-1 Material Topic and Boundary

Our industry is heavily dependent on ecosystem services and at Kerry, we rely on the biodiversity of species and plants to produce inputs to our business. However, beyond this, we acknowledge the critical importance of biodiversity for broader human wellbeing.

Society's impact on the natural world is leading to an alarming decline in biological diversity, with estimates suggesting that the rapid loss of species is between 1,000 and 10,000 times higher than the natural extinction rate²⁰. Amid growing awareness of this crisis, our revised materiality assessment reflects a marked increase in the importance of biodiversity protection for both internal and external stakeholders. The topic is relevant right across our value chain with primary impact areas within our own operations and more significantly in our raw material supply chain.

103-2 Our Management Approach

Our Operations

The Group's Environmental Responsibility Policy outlines our commitment to conducting all aspects of our business in an environmentally responsible manner and contains the explicit requirement for the integration of environmental considerations, including those relating to biodiversity, into all development, manufacturing and distribution practices.

We ensure compliance with all applicable environmental legislation and accepted codes of practice and continue to increase the proportion of facilities with accredited environmental management systems. In 2021, 66% of our sites were certified to ISO14001 Environmental Management System with a further 10% of sites in the process of obtaining certification.

Included in our *Beyond the Horizon* strategy, we set out our environmental targets across key areas of climate, water and waste, which contribute to impacts on biodiversity. Our actions to improve performance in these areas will also support better outcomes for biodiversity. For example, a more circular approach to waste can ease the demand for new production of raw materials and by extension land-use change, which is a key driver of impact.

Supply Chain

Agriculture is one of the key drivers of biodiversity loss, as the expansion of farmland continues to encroach on natural habitats, resulting in the loss of plant and animal species, often to be replaced by monoculture. This change in land-use has a devastating impact on some of the most important biodiverse regions and in particular tropical forests.

Certain raw materials pose a high risk for tropical deforestation and these include palm oil, soy, paper packaging among others. Where we use these raw materials in our business, we want to ensure they are not linked to further forest loss. To achieve this goal, we have committed to no deforestation across high risk supply chains by 2025. We have a dedicated No Deforestation Policy and across our priority raw materials we have outlined the steps we will take to achieve this target. In addition, we are focused on other important biodiversity impact areas across these commodities, including areas such as emissions, nutrient management and water stewardship. For more see our Sustainability Review on page 65 of Kerry Group's 2021 Annual Report.

103-3 Evaluation of Management Approach

Our work to protect biodiversity across our sites is evaluated by a dedicated Environmental Council, led by the Chief Operating Officer. Through this council, our progress on environmental targets, our management systems and environmental compliance are reviewed.

These global commitments are further supported by initiatives that are led out locally and regionally, for example, in 2021 our Kerry Centre in Beloit, Wisconsin undertook a programme of Prairie Restoration and became a certified butterfly habitat.

Within our supply chain, our approach and performance versus targets is evaluated by the Group's Responsible Sourcing Council, led by the Chief Procurement Officer. In addition, we also reported to the CDP Forest programme for the first time in 2021 and this process and result provide a further evaluation mechanism across key commodities.

Disclosure 304-1 Operational Sites in, or Adjacent to Areas of High Biodiversity Value

Across our global footprint our manufacturing sites are predominantly located in industrial areas which are not of high biodiversity value. However, regardless of location, we strive to ensure the highest environmental standards at all sites and ongoing compliance with all relevant environmental legislation.

Disclosure 304-2 Significant Impacts of Activities, Products, and Services on Biodiversity

As outlined in 103-2 above, our most significant impacts lie in our supply chain with the production of our raw materials. Given our from-food-for-food heritage, our products are primarily of natural origin and are consumed posing limited downstream risk.

²⁰ https://wwf.panda.org/discover/our_focus/biodiversity/biodiversity/

Emissions

DISCLOSURE 305

103-1 Material Topic and Boundary

Awareness around the impacts of climate change continues to grow amid accelerating commitments to emissions reduction and a widespread emphasis on the global transition to a low-carbon economy. According to the latest report from the Intergovernmental Panel on Climate Change (IPCC), scientists are observing changes in the Earth's climate in every region and across the whole climate system. Released in 2021, this report was described as a 'code red' for humanity and confirmed the role that man-made emissions have played in our warming world. At Kerry, the GHG emissions related to our business are generated directly through the fuels we use at our facilities (Scope 1), indirectly through the electricity and heat we purchase (Scope 2) and through a range of other activities which occur across our value chain, including the production of our raw materials and the use of our products (Scope 3). These emissions contribute to climate change and the associated negative impacts on the environment and society.

103-2 Our Management Approach

At Kerry, our Vision is to be our customers' more valued partner, creating a world of sustainable nutrition and support the transformation of the current food system. Recent estimates suggest that food production is responsible for over a third of all global emissions²¹. With such a significant carbon footprint, it is imperative that our industry takes urgent and decisive action to reduce its climate impact and transition to production systems that promote better individual and planetary health.

Our climate strategy is focused on reducing emissions from our operations and across our value chain and we are committed to achieving net zero emissions before 2050. At the launch of our *Beyond the Horizon* strategy in 2020, we announced a science-based target for a 33% reduction in Scope 1 & 2 emissions by 2030, which aligned with a well below 2-degree scenario. In 2021, we updated that target to reflect the need for bolder, more ambitious action, adopting a 1.5 degree aligned target that is approved by the SBTi. This new goal will now see us target an emissions reduction of 55% by 2030, compared to our 2017 base year.

Our Operations

We seek to engage all employees on this critical issue, and, knowing that everybody has a role to play, in 2021, we continued to build awareness through a series of webinars across our business to deepen the understanding of the sources of our emissions. To complement this, our operations team has developed and deployed a series of guides designed to provide Kerry sites with a blueprint on how to further reduce their use of energy and water through enhanced measurement, management and control.

Over the last decade we have driven strong reductions in our operational emissions through a sustained focus on carbon efficient production, renewable electricity, energy efficiency, electrification and conversion to lower-carbon fuels. These elements continue to be primary levers in our reduction strategy through the work led by our integrated operations team, particularly our HSE and engineering functions. Together with local site teams, they continue to develop the means to achieve milestones on our decarbonisation pathway for both our 2030 target and our longer-term Net Zero objective. In support of these goals, we have adapted our capital process to prioritise projects that will help us achieve our climate targets. We have also embedded carbon emission reduction and food waste reduction targets into the Group's financing strategy through the issue of a sustainability-linked bond.

Our Supply Chain

Scope 3 emissions represent the most significant part of our emissions profile and in 2021, we undertook a detailed assessment to improve the quantification of these indirect emissions. This analysis has provided a clearer understanding of the contribution to our footprint by category and the crucial areas for action that will support the achievement of our scope 3 target. Our largest category relates to 'Purchased Goods and Services' and it is here that we are focused on achieving our goal of a 30% reduction in emissions intensity by 2030.

To achieve this, we will work with suppliers of raw materials that contribute most significantly to our footprint, for example dairy. In 2022, we will launch our EVOLVE programme with more than 3,000 dairy suppliers in Ireland. Through this initiative, we are incentivising farmers to work towards significant reduction in emissions by 2030. This programme will focus on implementing existing low carbon technologies at farm level and rewarding farmers for the uptake of these measures. We will also continue to explore the potential of emerging technologies, such as feed additives, that offer the opportunity for step changing the emissions profile within this value chain.

Our Customers

We know that our customers are interested in our progress on climate action and we support them with information on product carbon footprints and with reduction activities that impact their own Scope 3 emissions. Through our industry-leading technology portfolio and innovation expertise, we can support them in reducing their products' impacts. We are currently working with customers to develop the next generation of low carbon proteins and, across end use markets, we provide our customers with technologies that can transform their processes to save on energy, water and reduce waste leading to a lower environmental footprint for their consumer facing products.

²¹ Global Greenhouse Gas Emissions from Animal-Based Foods Are Twice Those of Plant-Based Foods," by Xiaoming Xu et al., in Nature Food. Published online September 13, 2021

103-3 Evaluation of Management Approach

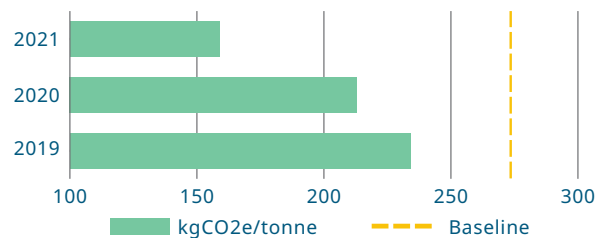
Given the multi-faceted nature of climate change, progress on our climate ambitions is driven by several functional teams. Our dedicated Environmental Council led by the Chief Operating Officer reviews climate-related performance across our operations and provides an internal platform for dissemination of best practice and shared learning among relevant teams. Within our supply chain, our Chief Procurement Officer has ownership for progress and actions on our Scope 3 performance and our Chief Technology Officer leads efforts to enhance our technology portfolio through sustainable innovation. Progress in these forums is reported to the Group's Global Sustainability Council on a quarterly basis and the Group's overall climate performance is a key item for the Governance, Nomination and Sustainability Committee of the Board.

In 2021, we made significant progress on reducing our direct emissions primarily due to the planned acceleration versus our renewable electricity target. This has helped us in reducing operational emissions by 39% versus our 2017 base year.

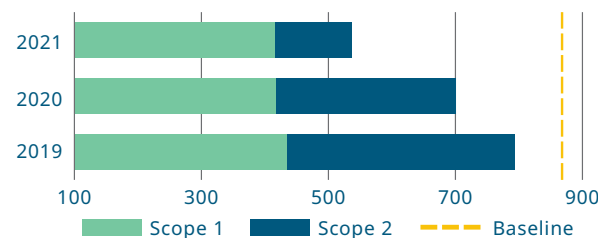
Finally, we also report on our approach and progress on climate change through CDP. In 2021, we were pleased to receive a score of A- indicating our performance is at leadership level.

Carbon Performance (Scope 1 + 2)

Carbon Intensity



Tonnes of CO2e (000's)



Disclosures 305-1, 305-2, 305-3, 305-4, 305-6, 305-7

Direct (Scope 1) GHG Emissions

Scope 1 ²² (Tonnes CO ₂ e)	2021	2020	2019	2017
Gross direct GHG emissions	416,355	417,221	434,759	462,577
of which Biogenic emissions	1,259	1,282	1,257	679

Energy Indirect (Scope 2) GHG Emissions

Scope 2 ²² (Tonnes CO ₂ e)	2021	2020	2019	2017
Gross energy indirect GHG emissions ²³	120,015	283,233	360,720	416,086

Other Indirect (Scope 3) GHG Emissions

Scope 3 (Tonnes CO ₂ e)	2021	2020	2019	2017
Gross other indirect GHG emissions ²⁴	9,652,562	9,200,425	9,609,028	9,788,154

22 Our measurement and target performance of Scope 1 and 2 emissions is for all sites under our control. We measure and report our performance in accordance with the GHG Protocol and emissions factors include UK Government GHG Conversion Factors for Company Reporting. Kerry's actual performance has been adjusted to reflect like-for-like performance compared to our baseline year. We use the NOVEM Methodology for carbon reporting to adjust our baseline target reduction number in order to account for changes to product mix that have had a material effect on carbon intensity. Carbon dioxide equivalent (CO₂e) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.

23 Our Scope 2 emissions are calculated using the market-based method as defined within the GHG Protocol.

24 Indirect GHG emissions not included in energy indirect GHG emissions that occur outside of the organisation, including both upstream and downstream emissions

GHG Emissions Intensity

(Tonnes CO ₂ e)	2021	2020	2019	2017
Emissions intensity: Scope 1 & 2 ²⁵	0.16	0.21	0.23	0.27
Emissions intensity: Scope 3 ²⁶	2.85	2.80	2.82	3.02

Emissions of Ozone-Depleting Substances (ODS)

ODS (Tonnes)	2021	2020	2019	2017
ODS CFC 11 equivalent ²⁷	0.03	0.06	0.10	0.08

Nitrogen Oxides (NOx), Sulphur Oxides (Sox), and Other Significant Air Emissions

Other Air Emissions ²⁸ (Tonnes)	2021	2020	2019	2017
Nitrogen oxides	954	943	991	1,136
Sulphur dioxide	42	41	44	858
Volatile organic compounds	190	190	196	247

25 Emissions intensity: Scope 1 & 2 is a relative measure using total Scope 1 & Scope 2 (market-based) emissions divided by tonnes of finished product

26 Emissions intensity: Scope 3 is a relative measure using total Scope 3 emissions divided by tonnes of finished product

27 CFC11 equivalent is a measure used to compare various substances based on their relative ozone depletion potential

28 Quantity is calculated by multiplying the annual fuel consumption by the corresponding emission factor for fuel type.

Waste

DISCLOSURE 306

103-1 Material Topic and Boundary

It is estimated that today, humanity uses the equivalent of 1.7 earths to provide the resources we collectively use and to absorb our waste²⁹. In the creation of our Kerry solutions, we use resources and generate by-products that are not re-used directly within our business. While our goal is always to improve material efficiency and reduce or eliminate these waste streams, this is not always possible. Given our from-food-for-food heritage, much of our waste can be diverted from disposal to other productive uses through careful waste management, however, there is a small proportion of our waste which cannot be recovered and this disposal represents a loss of resources, which can create negative environmental outcomes. While this topic is primarily of relevance for our own operations, we can also play a significant role in the reduction of downstream waste volumes for customer and consumers via our preservation portfolio.

103-2 Our Management Approach

As the volume of waste materials accumulating in landfills and the wider natural environment increases, we are exploring ways to prevent or reduce the generation of waste and recover surplus materials for re-use in our business or elsewhere. We maintain a focus on waste reduction and recovery as part of our operational excellence programme across all manufacturing sites and under our *Beyond the Horizon* strategy, we have set clear goals for important elements within our waste inventory. These include a target to reduce our food waste by 50% by 2030 and a commitment to divert 100% of our waste from landfill.

Operations

Globally, we are engaging all our teams to think differently on waste with an approach based on the principles of Refuse, Reduce, Reuse, Repurpose, Recycle. Leading with this mindset, we seek to integrate these principles into our comprehensive waste management system right across our operations. With monthly reporting at site level across the Group, each manufacturing facility has responsibility for minimising waste volumes and ensuring that any waste generated is correctly handled and disposed of using approved contractors, with all waste disposal taking place in accordance with relevant legislation. Our Operational Excellence colleagues work with plant managers, process engineers, RDA, procurement and broader operations personnel to achieve waste reductions at site level and look for opportunities to recover or valorise existing waste streams. For food waste, our approach is a multi-faceted one that focuses on product design, improving production processes, exploring alternative uses for by-products and engaging key stakeholders, including colleagues and customers, on the role they can play in reducing food waste.

Sustainable Design

Up to 70% of the environmental impact of a product can be influenced at the design stage³⁰, therefore, it is crucial that we consider the impacts of our products throughout the product development process. In 2021, we have taken steps to further embed sustainability requirements within both the new innovation space and in our development work across existing product lines. This process challenges our RD&A teams to think about the impact at all stages of a product's lifecycle and seek to improve the performance in key areas such as raw material inputs, waste generated through product processing and protection of resources throughout the innovation and production stages. As we progress these efforts, we aim to support colleagues further through the deployment of tools and processes that can better inform their decision making.

Plastics

At Kerry, we support efforts to promote a more circular approach to plastics and we have committed to making all our plastic packaging reusable, recyclable or compostable by 2025. As we place plastic packaging directly onto the market through our Consumer Foods division, this part of our business has been leading our efforts in this area. The packaging we use is critical for maintaining product integrity and safety and in minimising food waste. As we innovate, we are finding new ways to overcome both food safety and environmental challenges to ensure a truly sustainable solution.

We have made significant progress on our consumer facing products and in 2021, 81% of the packaging we used across our branded and private label consumer products is reusable, recyclable or compostable. We continue to look at ways to address the remaining volumes, with plans in place for how we can tackle some of the more challenging plastic materials and packaging formats.

Within our Taste & Nutrition business, much of the plastic packaging we use is sent to organisations who, like Kerry, have strong waste management programmes in place and commitments in respect of environmental management. However, we recognise that we can support their ambitions on waste reduction and plastic through our choice of packaging materials. We use sustainable packaging where possible, favouring reusable, returnable, or certified paper-based material.

29 <https://www.footprintnetwork.org/our-work/ecological-footprint/>

30 [https://www.europarl.europa.eu/RegData/etudes/STUD/2017/611015/EPRS_STU\(2017\)611015_EN.pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2017/611015/EPRS_STU(2017)611015_EN.pdf)

103-3 Evaluation of Management Approach

Our operational performance in relation to targets on food waste and zero waste to landfill are kept under review by our dedicated Environmental Council, led by the Chief Operating Officer. Given the cross-functional nature of interventions required to address many waste challenges, we have also established a dedicated Circular Economy Council to drive development of programmes that can unlock further opportunities for material recovery and support the achievement of our waste targets.

In 2021, we continued to make good progress across our targeted waste volumes with a 19% reduction in food waste versus our 2017 baseline. On waste to landfill, we increased our proportion of waste diverted from landfill to 94% which was aided by the deployment of a more integrated approach to waste across our North America region.

Progress towards our packaging target is led by our procurement function working with RD&A and operations teams. In 2021, 82% of our total packaging volumes were recyclable. Where we used plastic packaging, 57% of these volumes were in line with our target, and this proportion was significantly higher in regions with a more mature recycling infrastructure.

Disclosures 306-3, 306-4, 306-5

Waste generated (Tonnes)	2021	2020	2019	2017
Non-hazardous waste	445,114	399,915	403,085	424,351
Hazardous waste	1,672	1,190	1,237	1,171
Total waste generated³¹	446,786	401,105	404,322	425,522

Waste diverted from disposal (Tonnes)	2021	2020	2019	2017
Preparation for reuse	946	1,009	1,500	747
Recycling	27,911	26,096	32,458	34,819
Other recovery operations	381,455	329,533	321,520	336,567
Total waste diverted from disposal³¹	410,312	356,638	355,478	372,133
Onsite	79	42	20	173
Offsite	410,233	356,596	355,458	371,960

Food waste (Tonnes)	2021	2020	2019	2017
Food waste ³¹	10,290	10,824	n/a	12,780

Waste directed to disposal (Tonnes)	2021	2020	2019	2017
Incineration (without energy recovery)	323	551	1,551	1,653
Incineration (with energy recovery)	8,730	9,108	11,054	8,306
Landfill	25,749	33,618	35,003	42,260
Incineration (without energy recovery)	572	225	179	511
Incineration (with energy recovery)	1,100	965	1,058	659
Total waste directed to disposal^{31 & 32}	36,474	44,467	48,845	53,389

31 Our waste data reflects waste produced across our manufacturing facilities. Detail of scope is contained in GRI 102-48

32 Total waste directed to disposal offsite.

Environmental Compliance

DISCLOSURE 307

103-1: Material Topic and Boundary

Against a backdrop of rising environmental concerns, it is crucial that our operations maintain compliance with all relevant regulation. Across our global footprint, we are subject to different environmental legislation and operating in accordance with these standards is crucial to retaining our licence to operate. As outlined in our Code of Conduct, we always seek to uphold the law and through our *Beyond the Horizon* strategy, our ambition is to go significantly beyond legal requirements across material aspects of our environmental performance.

103-2: Our Management Approach

The Group's Environmental Responsibility Policy explicitly requires all Kerry employees to ensure compliance with applicable environmental regulations and accepted codes of best practice. Across our operations, this policy and our environmental management systems are key to guiding our behaviour and ensuring that we strive for the best possible environmental outcomes. Our local and regional HSE teams work with site leaders and operations colleagues to ensure our processes meet both local requirements and Kerry's global standards. We continue to pursue accreditation of our environmental management systems across our manufacturing locations and in 2021 more than 66% of our sites were independently certified against the ISO 14001 standard. A further 10% of sites are in the process of obtaining certification.

All sites report monthly environmental data and this includes any environmental non-compliances that have been identified. We classify non-compliances into three levels, according to the level of impact and the significance for Kerry Group. Where we identify that a breach of our standards has occurred, we work with site personnel and local stakeholders to resolve, and put in place corrective action to ensure such issues do not re-occur.

103-3 Evaluation of the Management Approach

Regional management has responsibility for ensuring environmental compliance of sites within their jurisdictions and are supported in this by HSE colleagues. This compliance is monitored primarily through our dedicated Environmental Council, chaired by the Group's Chief Operating Officer. In addition, our internal audit function assesses site compliance through annual audit cycles.

We also report our environmental performance through CDP, which includes details of certain non-compliances related to water.

Disclosure 307-1 Non-Compliance with Environmental Laws and Regulations

In 2021, we experienced a number of environmental non-compliances, which related primarily to exceedances of wastewater discharge parameters within municipal treatment systems. None of the associated actions were materially significant for Kerry Group.

Supplier Environmental Assessment

DISCLOSURE 308

103-1 Material Topic and Boundary

Much of the environmental and social risk associated with our products lies upstream in our raw material supply chain. Agriculture is associated with generating significant carbon emissions, is a leading driver of deforestation and is the largest consumer of fresh water globally. Workers within the sector can also be vulnerable to human rights and labour abuses, given the remote and often insecure nature of employment. These risks have the potential to feed into the raw materials we purchase. As a result, we clearly lay out our requirements for suppliers and work with them to understand the environmental risks, while also providing support in areas where we see challenges in meeting our expectations.

103-2 Our Management Approach

We source raw materials from a wide range of supply partners globally and our Supplier Code of Conduct and Supplier Requirements Manual provide clear guidance on the minimum standards we require from those we do business with. While our procurement spend brings economic benefits to many sourcing regions, addressing potential environmental challenges can prove difficult within a complex global supply chain. We risk assess our supply chains and engage with our suppliers and other key stakeholders, both individually and as part of broader multi-stakeholder platforms, to better understand common challenges associated with specific commodities and/or geographies.

As part of our vision to create a world of sustainable nutrition, we are engaging with our direct suppliers to drive more sustainable practices right back to farm level, ensuring that 100% of our priority raw materials are responsibly sourced by 2030. In partnership with our suppliers, we are working to ensure decent livelihoods for farmers, promote practices that protect and regenerate vital ecosystems, and protect the rights of workers and communities throughout our value chain.

We use a combination of certification and verification and where these mechanisms do not support the best path forward, we work more directly with supply partners and expert third parties, including direct programmes at farm level.

To support us on this journey, it is important that any new supply partners are ready to play a role in the achievement of our responsible sourcing goals. To understand their current position, we undertake a screening process for all new suppliers and have introduced mandatory assessment requirements for those who represent a higher risk of non-compliance.

Our procurement teams support suppliers through this process, helping them to understand the requirements and how these can be fulfilled. For some categories, this may involve a requirement to provide certified materials from the outset of the relationship, in others this can be about ongoing engagement and assessment of performance against our expectations. For more details of supplier assessment and our use of the SEDEX platform see *Disclosure 412* on page 43.

103-3 Evaluation of Management Approach

In 2021, we broadened the scope of our work with suppliers to encompass a larger proportion of our supply base. We also worked with a number of multi-stakeholder platforms around themes and specific commodities and through these engagements we gain insight on best practice approaches. We use these insights to constantly evaluate our own approach and integrate learning into our own processes to improve the environmental outcomes.

Accountability for the achievement of our responsible sourcing strategy lies with our procurement function and our Chief Procurement Officer leads the Group's Responsible Sourcing Council, which is made up of membership from across our regions. Through this forum ongoing programmatic work is reviewed and progress is evaluated versus our targets. For more details on our categories and progress, see page 66 of Kerry Group's 2021 Annual Report.

Disclosure 308-1 New Suppliers that were Screened Using Environmental Criteria

In 2021, all new suppliers were subject to an environmental screening process. This initial assessment is based on inherent risk and is part of our broader supplier assessment process. Suppliers identified as higher risk are then incorporated into our ongoing monitoring programme.

400: Social

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Employment

DISCLOSURE 401

103-1 Material Topic and Boundary

At Kerry, we recognise that our employees are key to the ongoing success of our business and our purpose led strategy is brought to life through our people. We leverage our diverse, entrepreneurial and results-focused culture, talent and expertise to enhance the lives of others, accessing our industry-leading taste and nutrition capabilities to develop sustainable food and beverage solutions that offer new growth opportunities for our customers.

103-2 Our Management Approach

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.

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.

Opportunities for development and progression are open to all, and we support our people to achieve the right mix of qualifications, training and direct experience that will enhance their career journey. Our structured approach to talent management is achieved via the 'mySuccess' platform which provides a mechanism for our people and managers to evaluate performance and career progression and provide ongoing feedback and coaching, as well as formal year end reviews.

We are committed to upholding all internationally recognised human rights and we know that as an employer we play an important role in our employees' personal wellbeing. Globally, our business leaders

consistently promote a culture of Safety First, Quality Always and we support our colleagues in leading healthier lives through a number of locally relevant initiatives.

Compensation and benefits are also a core part of our talent management strategy. We provide competitive rates of pay and ensure fair compensation practices across all our locations. Employees are rewarded in line with their individual and business performance, including achievements against key sustainability metrics for relevant colleagues. Compensation is part of the overall employee benefits package, tailored to help meet a variety of short and long-term needs.

103-3 Evaluation of Management Approach

At Board level, our Designated Workforce Engagement Director ensures the Board adequately takes into consideration the interests and views of our people in organisational decision making. In this role, our designated Director maintains an active and participative engagement programme with a cross-section of employees across the Group, reporting back to the Board on observations and recommendations.

Across the Group, we have our Code of Conduct, which encompasses a number of policies related to employment, conduct, conflict resolution, expectation around ethics and behaviours. This provides a framework for local policy implementation and provides standards within which we operate in all our locations. Our HR and Legal teams partner to ensure relevance and governance of our policies.

We also have a number of employee forums which help us to evolve and shape our policies. Through consultation, employee working groups and feedback surveys, we ensure that our policies are relevant, fair, and well understood.

Finally, our Social Sustainability Committee is the cross-business forum to oversee our Company's approach to employment, employee rights, and the voice of the employee, as part of its remit in identifying and implementing the means by which our people, culture and community objectives will be achieved.

Disclosure 401-1 New Employee Hires and Employee Turnover

As a leading taste and nutrition partner for the food, beverage and pharmaceutical markets, we employ more than 22,000 people globally, representing over 112 nationalities and spanning over 36 countries. We focus on creating an enabling environment where all colleagues can reach their potential. To achieve this, we continuously invest in a structured approach to recruitment and talent management, attracting the best talent, supporting our employees in realising their career ambitions, and creating a pipeline of industry experts and future leaders for sustained success. In this way, we ensure the right resources are in place to support our business growth, manage costs and fulfil our sustainability commitments.

New Employee Hires ³³	2021 Number	2021 Rate	2020 Number	2020 Rate
Gender				
Female	1,596	24.5%	925	14.8%
Male	3,330	25.0%	2,406	18.2%
Region				
Europe	714	12.2%	531	8.5%
Americas	3,147	33.8%	2,200	24.8%
APMEA	1,065	23.0%	600	13.9%
Age Group				
<30	1,841	50.2%	1,052	35.2%
30-50	2,543	21.5%	1,832	15.5%
>50	542	12.6%	447	9.6%
Group	4,926	24.9%	3,331	17.1%

Employee Turnover ³⁴	2021 Number	2021 Rate	2020 Number	2020 Rate
Gender				
Female	1,010	15.5%	617	9.9%
Male	2,165	16.3%	1,398	10.6%
Region				
Europe	837	14.2%	399	6.4%
Americas	1,591	17.1%	1,125	12.7%
APMEA	747	16.2%	491	11.4%
Age Group				
<30	860	23.4%	444	14.9%
30-50	1,733	14.6%	1,146	9.7%
>50	582	13.5%	425	9.1%
Group	3,175	16.0%	2,015	10.4%

33 New employee hire number is the number of permanent employees hired during the year. New hire rate = New permanent hires / Number of permanent employees at year end (per GRI 102-8) * 100. Detail of scope is contained in GRI 102-48.

34 Employee turnover number is the number of permanent employees who left voluntarily during the year. Employees who left voluntarily are those who resigned or retired. Employee Turnover Rate = Employees who left voluntarily / Number of permanent employees at year end (per GRI 102-8) * 100. Detail of scope is contained in GRI 102-48.

Occupational Health & Safety

DISCLOSURE 403

103-1 Material Topic and Boundary

At Kerry, we recognise our duty to provide and maintain a safe working environment for all employees. The health and wellbeing of our people is an underpin of our culture and a key enabler of our business. As an employer, each day, we are committed to the ongoing improvement of our safety performance as we continue our journey towards best in class throughout our organisation. To achieve this, we continually work to place a Safety First, Quality Always mindset at the core of our business and through our operational excellence programmes to ensure that safety is at the centre of everything we do.

103-2 Our Management Approach

The health and safety of employees, sub-contractors, customers and other visitors is of paramount importance to the Group. We continue to focus on providing a safe and supportive working environment with the required standards and process controls through our Safety Management System, LIFE.

Our Health and Safety Policy defines consistent ways of working and establishes standard requirements across our business. These health and safety standards are non-negotiable and are a required performance expectation of everyone working at Kerry. We have clear executive leadership and oversight in this area, with responsibilities designated throughout our organisation. This is reinforced by a structured audit approach with both internal and external assessments to validate performance against agreed standards.

We have clear working standards and performance measurement criteria, reinforcing the criticality of safe work and the expectation to call out any unsafe behaviours or practices. Each location has a route for raising items of concern in this area as part of normal reporting. In addition, all employees have access to

our Speak Up facility, a confidential third-party hosted reporting platform, to raise any issues (including if they wish to raise something anonymously).

As part of our safety culture journey, we continue to invest in safety programmes focused on elevating awareness and promoting the need to proactively identify and correct potential workplace hazards, thereby eliminating the possibility for near misses or injuries. We recognise that employee engagement and behavioural-based safety programmes are vital for our success. Through our internal ProSafe KPI, we actively track observations, inspections, audits, engagement hours, corrective actions, and training of our people leaders with our frontline workforce on health and safety related topics. Through a structured programme of work developed with leading external and internal expertise, we have established a clear framework through which we engage employees with awareness campaigns, specific training programmes, recognition of best practices, creating a culture of shared accountability, and building on our value of 'ownership'.

103-3 Evaluation of Management Approach

Achieving a world-class safety culture relies on a combination of clear leading and lagging indicators against our key milestones to promote and drive continuous improvement across our management system. This is also aligned to our global operational excellence agenda. Through ongoing monitoring, auditing, and a focus on continuous improvement, we are continuing to develop and adapt our processes for greater safety performance. Implementation is led through our HSE team across all locations, and we have a clear focus on corrective and preventative action planning as well as building enhanced leader-led capabilities. With all types of injuries and near-misses, we work to investigate promptly, sharing insights and implementing learnings from such experiences in all relevant Kerry locations.

Kerry uses best in class external guidelines for measuring all aspects of our safety performance. While we recognise that there is no acceptable level of accident or injury, we recorded a further 8% reduction in total incidents in 2021 versus 2020. This reduction in incidents was due - in part - to the deployment of a targeted training and awareness programme for employees, with a particular emphasis on serious incidents through detailed LIFE standards, as well as increased management focus on this area.

Notwithstanding progress across these areas, we have been deeply saddened by the loss of a colleague to a workplace fatality at a manufacturing facility in 2021 and extend our sincere sympathy to the family. The circumstances of this tragedy were thoroughly investigated, involving engagement with the appropriate regulatory authorities and a complete root cause analysis. Following the investigation’s conclusion, key learnings were shared as appropriate across the Group.

Disclosure 403-9

Work-Related Injuries ³⁵	2021
Number of recordable work-related injuries	303
Rate of recordable work-related injuries ³⁶	1.35

Disclosure 403-10

Work-related ill health ³⁷	2021
Number of recordable work-related ill health issues	15
Rate of recordable work-related ill health ³⁶	0.07

Following enhancement of our measurement processes and introduction of a new reporting system in 2021, we do not have like-for-like data across all areas for previous periods. Comparative data for previous years will be provided going forward.

Training and Education

DISCLOSURE 404

103-1 Material Topic and Boundary

Training and education are a critical element of our approach to talent management. Ensuring we have the right talent in place across our business now and into the future is critical to delivering on our growth ambitions. We embrace a growth mindset where flexibility and experience are valued creating a stronger culture of learning and a world of ‘career’ opportunities within Kerry. We work to create an environment where every employee can drive their career development, using available resources, supported and reinforced by frequent career conversations with their manager.

103-2 Our Management Approach

We aspire to be the first choice for the best talent – where everyone can fulfil their potential. Our Training and Education approach supports this ambition by offering a wide range of development opportunities to our people to enable them to achieve their career aspirations with Kerry. We provide challenging, business-oriented, leadership and employee career development programmes aligned to our organisational priorities.

These programmes include a blend of classroom, virtual and interactive content that develop technical, functional and leadership skills, stimulate peer discussions and encourage collaboration across different functions and regions. Working within our Kerry Leadership and Learning Academies, we also leverage our subject matter experts within our business to provide coaching and specialist and technical developmental support as part of our overall curriculum.

We offer a catalogue of eLearning modules through our learning management system and provide a mechanism for our people and managers to discuss performance, development needs and career progression, as well as complete formal year-end reviews and standard employee requirements. Discussions on career aspirations, learning pathways and business needs allow for training or career development opportunities to be identified through a two-way process. Delivery is supported through our Kerry Leadership and Learning Academies, as well as in partnership with trained coaches, facilitators, and experts across the organisation.

103-3 Evaluation of Management Approach

To maintain and improve the quality of our colleagues’ formal learning experiences, we implement a number of evaluation approaches. For all live online, face to face learning experiences and eLearning modules completed, each participant is requested to complete a survey providing feedback on the quality of the experience, its relevance and what actions and support are needed to transfer learning into their roles and their careers. This information is reviewed regularly and improvements made to the quality and relevance of our formal learning experiences.

35 Work-related injury can include death, amputation of a limb, laceration, fracture, hernia, burns, loss of consciousness and paralysis, among others. Figures include permanent and temporary Kerry employees, and agency staff. Detail of scope is contained in GRI 102-48
 36 Total recordable injuries and ill-health, according to OSHA definition. Calculations based off 200,000 hours and 44,815,345 total hours worked in 2021. Following enhancement of our measurement processes and introduction of a new reporting system in 2021, we do not have like-for-like data across all areas for previous periods. Comparative data for previous periods will be provided going forward.
 37 Work-related ill health can include acute, recurring and chronic health problems caused or aggravated by work conditions or practices. Includes musculoskeletal disorders, skin and respiratory diseases, diseases caused by physical agents (e.g. noise-induced hearing loss, vibration-caused diseases), among others. Figures include permanent and temporary Kerry employees, and agency staff. Detail of scope is contained in GRI 102-48

To measure the impact our learning and leadership development solutions have on building technical, functional and people leadership capabilities, improving business performance and enabling us to deliver on our strategic growth objectives, we evaluate success through pre- and post-programme surveys of participants and their people leaders. For example, improvements in individual capabilities are measured through ongoing competency-based evaluations, having set an initial baseline with the individual and their people leader, we can track and monitor progress over time. We also evaluate ongoing progress through qualitative interviews with participants and their people leaders to assess the transfer of learning back into the workplace and the impact of new skills and behaviours gained on continued business performance, as well as, other indicators, such as employee engagement outcomes.

Disclosure 404-1 Average Hours of Training per year per Employee

For those activities recorded and tracked within our learning management systems, the average time spent per employee in 2021 was 5 hours. This figure represents only a small proportion of the total number of hours of formal and informal learning activities our employees participated in throughout the year, within and outside of Kerry. We are working to ensure all hours of training per employee are fully captured in our learning management systems. This figure does not reflect the significant investment in virtual and classroom learning and development activities (e.g. Manager Effectiveness, Virtual Leadership Academy) taking place regularly across the globe, facilitated through the Kerry Leadership and Learning Academies.

Disclosure 404-2 Programs for Upgrading Employee Skills and Transition Assistance Programs

At Kerry, we partner with our talent, helping them to fulfil their career aspirations while ensuring we have a ready supply of qualified expert and leadership talent to meet the current and future needs of the business.

We have recently refreshed our approach to succession planning and revised our Kerry leadership competencies, ensuring expectations of leaders in Kerry are fully aligned to our growth ambition. Activities to accelerate leadership readiness include participation in externally benchmarked assessments, 360 feedback tools to better target leadership development plans, which can include individual coaching, mentoring, and collective participation in certified business school programmes.

We also focus on the technical and functional skills of our people. We recognise the importance of building these core capabilities to achieve our strategic growth ambitions. These skills include those needed within our Commercial, Integrated Operations, Sales and Marketing, Business Enablement teams and our Research, Development and Application areas. We also develop unique offerings for critical talent segments, for example our Flavourist Academy is designed to grow and sustain the next generation of industry experts.

Our people leaders have access to a range of learning experiences. Through our management effectiveness programme, we have a global standard for consistent team leadership, creating a better employee experience. This includes the expectation that all employees have meaningful one-to-one conversations about their performance and career potential. To date over 1,700 people leaders have participated in this programme. We have seen a significant improvement in our employees' belief that we are developing a workforce that adapts well to change and that we are actively supporting the learning and development of our people. We also offer targeted development opportunities via our virtual leadership academy for our people leaders to enhance their skills through a range of webinars, thought leadership sessions and masterclasses.

Kerry's early careers programme is a core component of our strategy to strengthen our future pipeline, providing opportunities for interns and graduates to develop skills and experience across a wide range of core

disciplines, enabling longer-term sustainable leadership for the organisation. We have recently consolidated our graduate programmes globally to create one unified approach, aiming to recruit the best new talent each year. We have updated our assessment processes to a fully virtual solution and re-imagined our graduate development programme to ensure Kerry remains competitive in today's graduate marketplace.

With regards to transition assistance programmes, individuals leaving the business involuntarily, are offered access to outplacement services, where available. These outplacement services generally include classroom-based support as well as one-to-one coaching.

We encourage our people to take greater ownership of their careers by making it easier for them to use our talent management systems to capture their skills and experiences to connect with opportunities for continued progression within the business.

Disclosure 404-3 Performance and Career Development Reviews

As part of our annual performance and development reviews, all employees receive feedback on their performance objectives and development goals to support pay planning and incentive programmes. This is enabled by our global HR platform (SuccessFactors).

In 2021, we enhanced our overall approach to performance and development planning, an employee led process that facilitates an annual career development conversation for all employees. Employees update their internal career profile, sharing their strengths, experiences and career preferences and this is followed by an individual career conversation with their people leader that focuses on enhancing these strengths, or identifying opportunities for development and actions to achieve their career ambitions, ultimately enabling us to match employee career aspirations with organisation opportunities and continue to support individual and organisational growth priorities.

Kerry's performance and pay planning processes cover a large majority of employees, excluding those who fall under collective bargaining and/or local/national pay agreements. The performance of employees is assessed by line managers, and calibrated to ensure fairness and consistency. The calibrated performance rating is used to determine any pay adjustment for each employee as part of Kerry's annual pay planning process. Bonus forms part of the total reward offering for many employees at Kerry. Individual contribution alongside overall Group performance determines the level of bonus payments. The integration of Kerry's performance and reward frameworks, helps drive our high-performance culture.

For many front-line colleagues working in our manufacturing plants, we conduct and track performance in a number of ways. Plants have different methods and local systems for managing and documenting performance, including tiered meetings, one-to-one conversations, on-the-job feedback and local recording of performance documentation aligned with training. As part of our 1 Kerry Plant System programme, we are creating standardised playbooks to further support performance and development activities throughout our plants.

Diversity & Equal Opportunity

DISCLOSURE 405

103-1 Material Topic and Boundary

As a global business, we appreciate and value the dynamic mix of people who bring different perspectives, experiences and approaches to enable our organisation to continuously grow and innovate. Evidence shows that a diverse workforce supports better outcomes for organisations and we strive to ensure that employee profiles at all levels are reflective of the communities in which we operate.

103-2 Our Management Approach

Our ambition is to build a diverse and highly inclusive workplace where everyone can be at their best, contribute to our success and excel personally and professionally. We will monitor our progress against this ambition through our newly established Inclusion Index, as part of our Employee Engagement Survey.

This relies on our leaders behaving inclusively and being aware of their own potential biases and preferences, so that they actively seek out and consider different views and perspectives to inform decision making, and lead to improvements in individual and organisational performance.

Our Diversity, Inclusion and Belonging Policy reinforces our focus on these areas across the Group and we have established a global taskforce and regional employee-led committees to help us gain a better understanding of the issues facing the organisation and how we can take positive action.

We continue to strengthen our strategic partnerships in line with our core pillars of Diversity, which include a focus on gender, culture, race, ethnicity and disability.

We are making progress on our journey to increase representation of women and improve cultural diversity within our senior leadership teams. Key measures agreed with our global executives in 2019 and endorsed by our Board ensure our leadership teams and internal talent pools better reflect the broad mix of capabilities within our organisation. We have further strengthened our approach through establishing external diversity goals within our sustainability strategy, such as increasing representation of women in senior leadership roles to 35% by 2025 and achieving gender balance in all senior management roles by 2030.

We are also challenging ourselves to do more to pathway employment opportunities for individuals with intellectual disabilities within our business and continue to nourish their potential through our sponsorship of Special Olympics.

In line with our Board Diversity Policy and recommended best practice, the Board is committed to maintaining an appropriate gender balance and has an ambition to increase the representation of members with diverse backgrounds such as nationality, ethnicity and other attributes.

103-3 Evaluation of Management Approach

Strategic reviews of our talent and leadership pipelines are conducted on a quarterly basis with our global executives and focus on both gender and cultural diversity across our current leadership population and succession pools. Our Chief Human Resources Officer reports bi-annually to the Group Board on senior leadership and management diversity and other organisational diversity programmes in place.

All Executive leaders have KPIs in their strategic objectives, as part of our performance management approach and these include agreed diversity metrics. In 2021, we continued to make progress on our gender diversity targets with women representing 29%³⁸ of our senior leaders and 36%³⁸ of broader senior management within the Group.

We are committed to gender pay equality and continue to proactively monitor the pay of male and female colleagues engaging in similar roles to ensure it is comparable.

³⁸ Employee data is based on headcount at 31st December 2021, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Women senior leaders % = Women senior leaders/Total senior leaders * 100. Women senior management % = Women senior management/Total senior management * 100. Detail of scope is contained in GRI 102-48

Our Inclusion Index, which is part of our Employee Engagement Survey provides an annual measure of inclusion as perceived by our employees across the organisation. Specifically, it provides information on levels of Trust, Psychological Safety, Belonging, Integrating Differences and Fair Treatment. Following the results of the 2021 employee engagement survey, we will be hosting listening sessions with employees in 2022 to discuss the results and putting in place action plans to address the feedback, working to achieve our ambition of having the highest levels of inclusion in our industry.

Disclosure 405-1 Diversity of Governance Body and Employees

Details of Board diversity are available in the Directors' Report on page 118 of the 2021 Kerry Group Annual Report.

	<30	30-50	>50	Total 2021	Total 2020
Senior Management					
Female	1%	27%	8%	36%	35%
Male	1%	40%	23%	64%	65%
Employees excluding senior management					
Female	7%	20%	6%	33%	32%
Male	14%	38%	15%	67%	68%
Total Employees³⁸ 2021	20%	59%	21%		
Total Employees ³⁸ 2020	17%	60%	23%		

38 Employee data is based on headcount at 31st December 2021, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Women senior leaders % = Women senior leaders/Total senior leaders * 100. Women senior management % = Women senior management/Total senior management * 100. Detail of scope is contained in GRI 102-48

Disclosure 405-2 Ratio of Basic Salary and Remuneration of Women to Men

As part of our *Beyond the Horizon* strategy, we have developed a metric for inclusion ("Inclusion Index") which will help us measure our improvement and provide an informed view on our progress over time. In relation to Reward, our Inclusion Index focuses on ensuring fair treatment, that our employees feel valued and suitably rewarded for their contributions to the success of the business.

Aligned to this, we take a proactive approach to pay equality. We monitor the pay of male and female colleagues doing similar roles to ensure it is comparable. We actively monitor all reward processes for gender bias. 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.

From a reporting perspective, Kerry is compliant with all legislative gender pay reporting obligations in the countries in which we operate - and where required, the results are published on our Group website.

Non-Discrimination

DISCLOSURE 406

103-1 Material Topic and Boundary

As set out in our *Beyond the Horizon* strategy, we are focused on achieving the highest levels of employee engagement, diversity, inclusion and belonging and upholding all internationally recognised human rights.

We believe all employees are entitled to respectful treatment in the workplace, to be treated fairly and professionally, with their unique talents and perspectives valued. We are committed to providing equal opportunities for employment for all applicants and fair opportunities for development and career advancement to all employees.

We treat our employees as individuals, independent of gender, race, age, religion, political opinion, social or ethnic origin, sexual orientation, disability, cultural background or other status unrelated to the ability to perform the job. Employees' terms and conditions of employment, including hiring, training, working conditions, compensation, benefits, promotions, discipline, termination or retirement are based on the individual's qualifications, performance, contribution, motivation, skills and experience.

Non-discrimination is part of our Diversity, Inclusion and Belonging policy, which requires that employees treat fellow workers and applicants fairly and never engage in any form of unlawful discrimination.

103-2 Our Management Approach

Our expectations of Kerry employees are clearly documented in our Group Code of Conduct and colleagues are expected to comply with this and all applicable Kerry policies.

In addition to our policies, we have stated objectives to support our social sustainability commitments and accelerate our journey towards building a highly inclusive workplace at Kerry. One such commitment is to achieve equal gender representation among senior management roles by 2030.

Embedding a truly inclusive workplace is made possible by our global Diversity and Inclusion teams and global employee networks - PRYSM our global employee network supporting LGBTI colleagues and allies and SEEN - raising awareness and support on issues relating to race and social equity.

Working externally, we are keen to leverage our position and reputation in the industry to be a champion for change, collaborating within both our industry and with external partners to build a more inclusive workplace and society. This includes a focus on all aspects of diversity and inclusion, including culture, gender, race,

ethnicity, disability and sexual orientation. This year we announced that we joined the Partnership for Global LGBTI Equality (PGLE), a coalition of organisations dedicated to accelerating LGBTI equality and inclusion. Founded by leading multinational companies across the world, this partnership is supported by the Office of the United Nations High Commissioner for Human Rights and is operated in collaboration with the World Economic Forum. Our membership will enable us leverage best practices and industry benchmarks to continue to build an inclusive workplace where everyone feels that they belong.

103-3 Evaluation

Violation of our Group Code of Conduct including any breach of our Non-Discrimination Policy or the refusal to cooperate with our policies will result in disciplinary action, up to and including termination and referral to the appropriate authorities, as warranted. We formally review all matters raised relating to our Code of Conduct policies including our non-discrimination policy through channels such as our confidential employee 'Speak Up' facility, to understand the actions we may need to take to resolve any issues. We adopt a proactive approach to ensure our workplace is truly inclusive and all employees are treated with respect, free from discrimination. Our diverse employee network groups also support by ensuring the employee voice is represented and raise any concerns to Human Resources to ensure all people practices and policies are in place and reinforcing our commitment in this area.

Disclosure 406-1 Incidents of Discrimination and Corrective Actions Taken

In line with our policy commitments, we do not tolerate any form of discrimination. All colleagues have a responsibility to uphold our values and the principles behind these. Any report of discrimination is treated with the utmost care and appropriately investigated by the relevant personnel. This process is managed locally across Kerry and we do not capture data globally at present.

Freedom of Association and Collective Bargaining

DISCLOSURE 407

103-1 Material Topic and Boundary

Freedom of association and collective bargaining are recognised among the basic principles and rights at work, as outlined by the International Labour Organisation (ILO). As a responsible business and employer of choice, we are committed to upholding the rights of all employees. This area is related to a number of our material topics and impacts our direct employees and workers within our supply chain.

103-2 Our Management Approach

Kerry respects our employees' right to choose to join or not join a trade union, or to have recognised employee representation in accordance with local law, as outlined in the Group Freedom of Association Policy. We also extend our requirements on freedom of association and collective bargaining to workers in our supply chain through our Supplier Code of Conduct. Further information is outlined in disclosure 102-41 above.

103-3 Evaluation of Management Approach

Across our operations all our sites are registered with SEDEX. We use this platform to support us in the evaluation and management of environmental and social risks, including risks to freedom of association and collective bargaining, across our business and wider supply chain. For more details on our evaluation approach see *Disclosure 412: Human Rights Assessment* on page 43.

Disclosure 407-1 Operations and Suppliers in Which the Right to Freedom of Association and Collective Bargaining may be at Risk

As detailed in the Group Freedom of Association Policy, Kerry respects our employees' right to choose to join or not join a trade union, or to have recognised employee

representation in accordance with local law. We believe in the rights of workers to associate freely and bargain collectively and are committed to fostering open and inclusive workplaces that are based on recognised workplace human rights and our belief that every employee's actions contribute to the Group's success. We expect suppliers to conduct business responsibly, with integrity and transparency. Within our Supplier Code of Conduct, we set out that suppliers shall respect the right to freedom of association and collective bargaining and ensure that this expectation is cascaded through their own supply chain. For more on our assessment approach see Disclosure 412: Human Rights Assessment on page 43.

Child and Forced Labour

DISCLOSURE 408/409

103-1 Material Topic and Boundary

Kerry upholds all internationally recognised Human Rights and supports efforts to eradicate child labour, forced labour and other human rights abuses from international business and global supply chains. While we have strict processes in place across our operations, we know that our sector is one which presents a high risk for labour abuse, particularly at the point of agricultural production given the manual processes, seasonal demands and remote locations where products are grown. The importance of human rights for Kerry and its stakeholders is reflected through the high rating for this topic in our materiality assessment.

103-2 Our Management Approach

Child labour and modern slavery are unacceptable practices that exploit the most vulnerable in our society. The management of this topic across our operations and supply chain falls within our broader approach to human rights, which is informed by the UN Guiding Principles. At Kerry, we adopt a zero-tolerance approach towards the use of child, forced, bonded, indentured or involuntary labour. Our Code of Conduct and our dedicated No Child

or Forced Labour Policy explicitly prohibits the use of child or forced labour within our operations or those of anyone connected with the Group. We translate these requirements for supply partners via our Supplier Code of Conduct, which is explicit in directing that these practices shall not be permitted.

As a Group, we have comprehensive structures in place to appropriately manage labour issues. Our day-to-day people practices are designed to support our policy objectives and in addition, we use a combination of internal self-assessments and independent ethical audits across our facilities to identify areas of potential risk. While we are confident that these efforts are sufficient to mitigate the potential risk of child or forced labour within our operations, we remain vigilant and continue to look at ways to strengthen our approach.

As part of our efforts on responsible sourcing, we continuously assess the key risks associated with the goods and services we buy, including risks relating to human rights. Through risk assessment, we are aware of specific raw materials and sourcing regions where there is a heightened risk of child labour and modern slavery. We use a combination of audits to maintain compliance with our requirements and as a member of SEDEX we use this platform and associated independent tools to help us assess our supplier performance. For more details of our assessment, see *Disclosure 412 Human Rights Assessment*.

Our Employee Concerns Disclosure Policy provides guidance for individuals who wish to raise a concern and our Speak Up facility is available to colleagues and external parties who wish to do so anonymously.

103-3 Evaluation of Management Approach

Across our operations all our sites are registered with SEDEX. We use this platform to support us in the evaluation and management of social and environmental risks, including risks of child and forced labour across our business and wider supply chain.

Human Rights Assessment

DISCLOSURE 412

103-1 Material Topic and Boundary

Companies have a duty to respect human rights and to ensure their activities do not infringe on the rights of others. We are committed to upholding all internationally recognised human rights across our value chain. We have the most direct influence within our own operations. However, we recognise that agriculture supply chains can represent a high-risk area and we work with our supply partners to ensure they understand their requirements as a supplier to Kerry Group. The importance of human rights for Kerry and its stakeholders is reflected through the high rating for this topic in our materiality assessment.

103-2 Our Management Approach

Our approach reflects several guidance documents, treaties and the work of relevant organisations, including the UN Guiding Principles on Business and Human Rights and the recommendations within the OECD Guidelines for Multinational Enterprises.

The Group's Human Rights Policy and supporting policy documents clearly set out our expectations and are informed by the ILO Declaration on Fundamental Principles and Rights at Work, the Children's Rights and Business Principles, the UN Women's Empowerment Principles and the approach laid out within the UN Global Compact, to which we are a signatory. Our Human Rights Policy forms an integral part of the Group's Code of Conduct, and both documents reinforce our position that we will not tolerate or condone any abuse of human rights within our business or supply chains. Individual policies throughout our Group Code of Conduct are explicit on our commitments in critical areas like health and safety, child and forced labour, harassment and freedom of association and collective bargaining, helping to set clear parameters around acceptable behaviour and guide decision making across the organisation.

Within our supply chain we translate these requirements to business partners and all those who seek to do business with Kerry through our Supplier Code of Conduct. This document establishes minimum social and environmental criteria for suppliers and their counterparts and applies right across our business.

103-3 Evaluation of Management Approach

Kerry Group is a member of SEDEX, which supports organisations in understanding and sharing risks relating to labour standards, human rights, business ethics and the environment. Through this platform, we assess and share details of our own site performance and we ask our suppliers to do the same. In this way, we can gain better visibility of potential risks relating to forced labour, child labour, health and safety standards and more across our value chain.

Disclosure 408-1, 409-1, 412-1, 414-1

Our Operations

Our manufacturing facilities are members of SEDEX and have conducted a self-assessment via this platform within the last 24 months. This provides insight on compliance with Group requirements and supports our cross functional human rights team on identifying potential areas for action and follow-up. In addition to self-assessment, many of our sites undergo independent SEDEX Members Ethical Trade Audit (SMETA), or equivalent, which further enhances our internal risk monitoring process. In 2021, 38 sites completed a SMETA audit, with findings from these audits addressed locally.

Our internal audit team also use the outputs from the SEDEX process to inform their engagement with sites, as part of their annual audit cycle.

In addition to our use of SEDEX, Kerry undertakes an annual EcoVadis assessment which provides a further independent review of our environmental, social, and ethical performance. In 2021, we were pleased to have our Gold status reaffirmed indicating that Kerry's performance is in the top 3% of companies assessed.

Our Supply Chain

We are committed to responsible sourcing practices at all stages of production, however, given our global footprint, we cannot directly monitor all tiers of our supply chain. To ensure we address the most critical points, we adopt a risk-based approach that takes an end-to-end view, focusing on commodities and/or geographies where there is greater potential for negative environmental impacts and/or infringement of workers' rights.

Within our supply chain, we have mapped key risks using a range of external data and benchmark tools as part of the broader responsible sourcing criteria. We undertake a thorough country and commodity risk review and assess the risks associated with the sites of production and the agricultural origin of key commodities.

In 2021, 86% of direct suppliers classified as high risk were registered with SEDEX and more than a third had independent SMETA audits in place. In addition, we have an approval process in place for new suppliers. All new suppliers are subject to Kerry's Supplier Code of Conduct and where our screening identifies a potential risk, those suppliers must undertake SEDEX registration and are enrolled within our broader monitoring programme.

Disclosure 412-2 Employee Training on Human Rights Policies or Procedure

Across the Group, Kerry continues to make its policies available to employees via a number of channels, communicating on any relevant changes or updates.

In addition, mandatory training for colleagues on the Group's Code of Conduct is supported by our approach to employee compliance and governance. This training covers the key elements of our Group Code of Conduct, which incorporates our commitment to upholding human rights. We are currently creating more tailored training elements that cover some of our most salient human rights topics for inclusion in our 2022 modules.

Local Communities

DISCLOSURE 413

103-1 Material Topic and Boundary

Kerry has a proud tradition of community engagement, stemming from our roots in the cooperative movement. Guided by our Purpose of Inspiring Food and Nourishing Life, our community efforts seek to expand our positive impact to those most in need through relationships with leading Non-governmental Organisations (NGOs), employee volunteering programmes, engagement with suppliers and supporting partners in regions where Kerry does not have a presence to reach and impact directly.

103-2 Our Management Approach

Kerry continues to work with a number of leading international NGO's to address key impact areas of exclusion, poverty and malnutrition. Working in partnership with the UN World Food Programme (WFP), Concern Worldwide, and Special Olympics, we seek to reach individuals and communities that are often on the periphery and where we cannot impact directly.

The COVID-19 pandemic has also mobilised further action by our employees to support both individuals and community groups in need. In support of these efforts, Kerry launched a global MyCommunity programme, deploying our resources and expertise while facilitating employees to volunteer with locally-led community initiatives which directly supported food, nutrition and health needs. Under the programme, Kerry pledged to distribute €1 million in community support within the

first twelve months, a figure that was surpassed by the end of March 2021. The response from our colleagues has been inspiring, and this year Kerry employees around the world have volunteered their time and talents to support and nourish their communities. For more on these programmes, see page 60-61 of Kerry Group's 2021 Annual Report.

103-3 Evaluation of Management Approach

Kerry conducts ongoing reviews of its strategic partnerships and the impacts being generated through the programmes we support. Progress versus the stated objectives is reported at least annually and we have regular engagement with our NGO partners across the programmatic work.

Kerry's MyCommunity programme is developed and facilitated by our Corporate Affairs and HR functions, with a supporting framework for sites that makes it easy to participate. A dedicated Social Sustainability Council, led by the Chief Human Resources Officer, provides a platform for review and broader decision making on strategic elements of our programme. This council forms part of our broader sustainability Governance Framework and takes the lead on the monitoring and evaluation of our community approach.

Disclosure 413-1 Operations with Local Community Engagement and Development Programs

All Kerry sites have ongoing engagement with communities through locally led activities and business requirements and all sites are members of Kerry's MyCommunity programme.

Supplier Social Assessment

DISCLOSURE 414

See Disclosure 412 Human Rights Assessment on page 43.

Public Policy

DISCLOSURE 415

103-1 Material Topic and Boundary

Dialogue with political representatives and policy makers and participation in public discourse are important drivers for the direction of policy in the food, beverage and pharmaceutical industries. These exchanges with relevant stakeholders; where interests are expressed, views are shared and awareness of certain issues raised, must take place in a transparent manner with all parties exercising the highest level of integrity, ensuring that no undue advantage is taken through political influence. The importance of transparency in the way Kerry operates is reflected through the high rating for this topic in our materiality assessment, as outlined on page 16.

103-2 Our Management Approach

Kerry is a non-partisan organisation and its constituent businesses do not support political parties, either directly or indirectly, or make financial contributions to political parties or public officials. Political contributions and activities, guidelines and compliance are outlined in the Responsible Political Engagement Policy.

Kerry will cooperate with governments and state authorities, directly and through representative bodies, such as trade associations, in the development of legislation and statutory regulations. Communicating, engaging and interacting with public officials in our markets is an important part of our business. We do this to inform them of our corporate position on legitimate issues and concerns that affect our industry, businesses, customers or colleagues. This in turn helps to increase our understanding of issues and helps us engage in relevant policy and regulatory debates.

103-3 Evaluation of Management Approach

The Responsible Political Engagement Policy is owned and maintained by the Group's Legal function who are responsible for the administration and communication of this policy and related training. Legal also maintain the Governments and Public Officials Contact Register. Our policy and management approach are reviewed by the Group legal function annually.

Disclosure 415-1: Political Contributions

Kerry did not support any political parties and made no political contributions during the reporting year. The Company made no political contributions which require disclosure under the Electoral Act, 1997 as outlined in the Directors' Report of Kerry Group's 2021 Annual Report on page 95.

Customer Health & Safety

DISCLOSURE 416

103-1 Material Topic and Boundary

The paramount importance of consumer health and safety to Kerry and our external stakeholders is reflected in the rating of product quality and safety in our materiality assessment. As a predominantly Business-to-Business organisation, many of our products are sold directly to other companies, however, we ensure that health and safety is protected when consuming our solutions within a finished product. We are also responsible for ensuring our products are safe for our employees, our customers and comply with all applicable laws and regulations.

103-2 Our Management Approach

Kerry is committed to excelling in the provision of the highest quality solutions and ensuring the safety of all our products. As a global organisation, we apply consistent quality and food safety standards through agreed global processes and structures. As part of this approach, Kerry has a clear policy outlining its commitment to produce safe and legal products, and to comply with customer requirements.

Kerry's strategy on food safety is led by our Global Food Safety and Quality Officer and based on the underlying principles - Safety First, Quality Always - which reflects our collective and Company-wide commitment to the safety of our people and our products. Our Global Quality Management System documents control infrastructure, relevant processes and procedures and enables us to apply a consistent global approach that supports employee training and our preventative due diligence requirements.

For our raw materials, we partner with suppliers operating in nearly 60 countries and mandate strict compliance with the quality and food safety requirements laid out in the Group's Supplier Requirements Manual and by the Global Food Safety Initiative (GFSI). Our Supply Quality team risk assess all direct suppliers and over last 18 months, have had engagement with 2,700 suppliers across all regions, conducting 1,100 physical audits while adhering to all COVID-related health and safety guidelines.

103-3 Evaluation of Management Approach

Kerry uses a digital data capture system that tracks real time information on product quality and supports assessment across a range of key performance indicators. These indicators are monitored on a daily, weekly and/or monthly basis and food safety performance is reported across all management levels to reinforce the message that food safety is everyone's responsibility. The wider operational performance data is reviewed with senior management at both a regional and global level every month.

Disclosure 416-1 Assessment of the Health and Safety Impacts of Product and Service Categories

We mitigate food safety risks through preventative and proactive risk assessments with internal audit verification, ensuring a farm to fork review. We incorporate robust preventative controls, sanitation, microbiological monitoring programs, crisis management, continuous improvement through horizon scanning and embedding food safety best practices. In addition, the expert advice of our scientific and regulatory teams helps ensure that the ingredients used in our formulas are identified and evaluated for any health and safety impacts.

Kerry are active members of GFSI, which is an industry initiative that reduces food safety risk by delivering equivalence between effective food safety management systems. Certification via these systems is in place across all our manufacturing facilities.

Disclosure 416-2 Incidents of Non-Compliance

There have been no material food safety incidents in relation to Kerry products in 2021.

Marketing & Labelling

DISCLOSURE 417

103-1 Material Topic and Boundary

Product quality and safety are key to our success and that of our customers and are supported by effective marketing and labelling. We provide our customers with accurate and adequate information across a range of product categories, including details of the products they purchase, to enable them to manage and communicate effectively with their stakeholders.

103-2 Our Management Approach

Most of our marketing and communication is directed towards other businesses, and these customers rely on timely and accurate information for the proper handling of the materials, to enable them to manage any health and safety or environmental risks associated with our products and for the creation of safe products for their consumers. We carry out product classification and labelling activities, where our teams evaluate the ingredients used in our formulas, determining health and safety impact of these ingredients and confirming the products are safe when used as intended. We also gather information on the origin of the ingredients to help ensure greater food safety and support our responsible sourcing goals.

Our specialist regulatory, marketing and customer care teams act as an expert resource supporting our customers on product specifications, claims and relevant regulations across different global markets. The labelling of food related products is based on statutory food regulations, requiring information concerning food allergens, GMO, organic status, and flavours. We provide our customers with product labels and data sheets containing safety information as well as outlining the origin, content, quality, environmental and nutritional information that is required to deliver safe products to the consumers in accordance with the appropriate regulations.

Within our Consumer Foods division, all advertising and brand positioning conform to national advertising codes of practice and we are conscious of the potential impact of marketing to children and young people. We provide on-pack nutritional labelling and additional information services e.g. brand websites, to help consumers make informed choices. The Group has established best practice guidelines for nutritional labelling across our portfolio, in line with Food Information to Consumers legislation, and support the voluntary addition of front-of-pack 'Reference Intake' information to aid consumer choice.

103-3 Evaluation of Management Approach

Our systems allow us to increase transparency in all areas of our business from supply chain data to RD&A and recipe information. This enables us to provide the necessary details to our specialists and coordinate expertise on labelling activities. Our labelling and safety information is maintained to the highest standards with clearly defined and consistent processes, including required approvals by our scientific experts, to minimise any risks of non-conformance. We keep these systems and processes under ongoing review and employ a continuous improvement approach to ensure the highest standards of compliance for our products with national and local regulations.

Disclosure 417-1 Requirements for Product and Service Information and Labelling

The requirements for product and service information and labelling can include: sourcing, content, safe use and disposal. We also have an industry leading approach for assessing the nutritional profile of our customer solutions.

Disclosure 417-2 Incidents of Non-Compliance

In 2021, there were no material incidents of non-compliance concerning product and service information and labelling.

Further Information

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GRI Index

GRI	Description	Page	SASB	SDG	UNGC	Metric Assured
GRI 102:	General Disclosures					
102-1	Name of the organisation	5				
102-2	Activities, brands, products, and services	5				
102-3	Location of headquarters	5				
102-4	Location of operations	5	FB-PF-000.B			
102-5	Ownership and legal form	5				
102-6	Markets served	7				
102-7	Scale of the organisation	7	FB-PF-000.A			
102-8	Information on employees and other workers	7		8 & 10	6	
102-9	Supply chain	7			1	
102-10	Significant changes to the organisation and its supply chain	8				
102-11	Precautionary principle	8			7	
102-12	External initiatives	9			1	
102-13	Membership of associations	10				
102-14	Statement from senior decision-maker	4				
102-15	Key impacts, risks, and opportunities	10				
102-16	Values, principles, standards, and norms of behaviour	11		16	10	
102-17	Mechanisms for advice and concerns about ethics	11		16	10	
102-18	Governance structure	12				
102-40	List of stakeholder groups	12				
102-41	Collective bargaining agreements	15		8	3	
102-42	Identifying and selecting stakeholders	12				
102-43	Approach to stakeholder engagement	12				
102-44	Key topics and concerns raised	12				
102-45	Entities included in the consolidated financial statements	15				
102-46	Defining report content and topic Boundaries	15				
102-47	List of material topics	16				
102-48	Restatements of information	5				
102-49	Changes in reporting	5				
102-50	Reporting period	5				
102-51	Date of most recent report	5				

GRI	Description	Page	SASB	SDG	UNGC	Metric Assured
102-52	Reporting cycle	5				
102-53	Contact point for questions regarding the report	5				
102-54	Claims of reporting in accordance with the GRI Standards	5				
102-55	GRI content index	48				
102-56	External assurance	5				
GRI 201:	Economic Performance	18		8, 9 & 13		
201-1	Direct economic value generated and distributed	18				✓
201-2	Financial implications and other risks and opportunities due to climate change	18				
201-3	Defined benefit plan obligations and other retirement plans	18				✓
GRI 202:	Market Presence	19		5 & 8		
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	19				
202-2	Proportion of senior management hired from the local community	19				
GRI 204:	Procurement Practices	19		8		
204-1	Proportion of spending on local suppliers	20				
GRI 205:	Anti-corruption	20		16	10	
205-1	Operations assessed for risks related to corruption	21				
205-2	Communication and training about anti-corruption policies and procedures	21				
205-3	Confirmed incidents of corruption and actions taken	21				
GRI 206:	Anti-competitive Behaviour	21		16		
206-1	Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	21				
GRI 301:	Materials	23		12		
301-1	Materials used	23				
GRI 302:	Energy	24		7, 8, 12 & 13	7, 8 & 9	
302-1	Energy consumption within the organisation	24	FB-PF-130a.1			✓
302-3	Energy intensity	24				✓
GRI 303:	Water and Effluents	25	FB-PF-140a.3	6 & 12	7	
303-3	Water withdrawal	26	FB-PF-140a.1			✓
303-4	Water discharge	26				✓
303-5	Water consumption	26	FB-PF-140a.1			✓

GRI	Description	Page	SASB	SDG	UNGC	Metric Assured
GRI 304:	Biodiversity	27		15		
304-1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	27				
304-2	Significant impacts of activities, products, and services on biodiversity	27				
GRI 305:	Emissions	28		3, 12, 13, 14 & 15	7, 8 & 9	
305-1	Direct (Scope 1) GHG emissions	30				✓
305-2	Energy indirect (Scope 2) GHG emissions	30				✓
305-3	Other indirect (Scope 3) GHG emissions	30				✓
305-4	GHG emissions intensity	30				✓
305-6	Emissions of ozone-depleting substances (ODS)	30				✓
305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions	30				✓
GRI 306:	Waste	31	FB-PF-410a.1 FB-PF-410a.2	3 & 12	7, 8 & 9	
306-3	Waste generated	32				✓
306-4	Waste diverted from disposal	32				✓
306-5	Waste directed to disposal	32				✓
GRI 307:	Environmental Compliance	33		16		
307-1	Non-compliance with environmental laws and regulations	33	FB-PF-140a.2			✓
GRI 308:	Supplier Environmental Assessment	33			8	
308-1	New suppliers that were screened using environmental criteria	34				
GRI 401:	Employment	36		5, 8 & 10	6	
401-1	New employee hires and employee turnover	36				
GRI 403:	Occupational Health and Safety	37		3, 8 & 16		
403-1	Occupational health and safety management system	37				
403-2	Hazard identification, risk assessment, and incident investigation	37				
403-3	Occupational health services	37				
403-4	Worker participation, consultation, and communication on occupational health and safety	37				
403-5	Worker training on occupational health and safety	37				
403-6	Promotion of worker health	37				
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	37				
403-8	Workers covered by an occupational health and safety management system	37				
403-9	Work-related injuries	38				✓
403-10	Work-related ill health	38				✓
GRI 404:	Training and Education	38		4, 8 & 10	6	
404-1	Average hours of training per year per employee	39				

GRI	Description	Page	SASB	SDG	UNGC	Metric Assured
404-2	Programs for upgrading employee skills and transition assistance programs	39				
404-3	Percentage of employees receiving regular performance and career development reviews	39				
GRI 405:	Diversity and Equal Opportunity	40		5 & 8	6	
405-1	Diversity of governance bodies and employees	41				
405-2	Ratio of basic salary and remuneration of women to men	41				
GRI 406:	Non-discrimination	41		5 & 8	2, 6	
406-1	Incidents of discrimination and corrective actions taken	42				
GRI 407:	Freedom of Association and Collective Bargaining	42		8	2, 3	
407-1	Operations & suppliers in which the right to freedom of association and collective bargaining may be at risk	42				
GRI 408:	Child Labour	42		8 & 16	5	
408-1	Operations & suppliers at significant risk for incidents of child labour	43				
GRI 409:	Forced or Compulsory Labour	42		8	4	
409-1	Operations & suppliers at significant risk for incidents of forced or compulsory labour	43				
GRI 412:	Human Rights Assessment	43			1 & 2	
412-1	Operations that have been subject to human rights reviews or impact assessments	43				
412-2	Employee training on human rights policies or procedures	44				
GRI 413:	Local Communities	44				
413-1	Operations with local community engagement, impact assessments, and development programs	44				
GRI 414:	Supplier Social Assessment	44		5, 8 & 16	1, 2 & 4	
414-1	New suppliers that were screened using social criteria	43				
GRI 415:	Public Policy	45		16	10	
415-1	Political contributions	45				
GRI 416:	Customer Health and Safety	45		16		
416-1	Assessment of the health and safety impacts of product and service categories	46				
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	46	FB-PF-250a.4			
GRI 417:	Marketing and Labelling	46		12 & 16		
417-1	Requirements for product and service information and labelling	46				
417-2	Incidents of non-compliance concerning product and service information and labelling	46	FB-PF-270a.3			

Performance Data

Workforce data³⁹

	Permanent	Temporary	2021 Total	2020 Total	GRI reference
Employees by employment contract - Gender					
Female	6,510	279	6,789	6,518	102-8
Male	13,302	538	13,840	13,726	102-8
Non-Binary ⁴⁰	2	-	2	1	102-8
Total 2021	19,814	817	20,631		
Total 2020	19,442	803		20,245	
Employees by employment contract - Region					
Europe	5,874	314	6,188	6,685	102-8
Americas	9,316	265	9,581	9,004	102-8
APMEA	4,624	238	4,862	4,556	102-8
Total 2021	19,814	817	20,631		
Total 2020	19,442	803		20,245	
	Full Time	Part Time	2021 Total	2020 Total	
Employment Type - Gender					
Female	6,649	140	6,789	6,518	102-8
Male	13,788	52	13,840	13,726	102-8
Non-Binary ⁴⁰	2	-	2	1	102-8
Total 2021	20,439	192	20,631		
Total 2020	19,953	292		20,245	
Proportion of senior management hired from the local community⁴¹					
Senior management at our significant locations ⁴² were hired from within the local community			86%	88%	202-2

³⁹ Employee data is based on headcount at 31st December, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Detail of scope is contained in GRI 102-48

⁴⁰ This data was collected for the first time in 2020. It captures only those individuals who have chosen to disclose this information. Detail of scope is contained in GRI 102-48

⁴¹ Employee data is based on headcount at 31st December, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Nationality is not a mandatory field for employee profiles. Disclosures are based on those who have entered their nationality. In 2021, 12% (2020: 10%) of the senior management population in significant locations have not entered their nationality in our central HR system and have been excluded. Detail of scope is contained in GRI 102-48.

⁴² Significant locations: Brazil, China, Ireland, Malaysia, Mexico, United Kingdom and United States of America

	2021 Number	2021 Rate	2020 Number	2020 Rate	
New employee hires⁴³					
Gender					
Female	1,596	24.5%	925	14.8%	401-1
Male	3,330	25.0%	2,406	18.2%	401-1
Region					
Europe	714	12.2%	531	8.5%	401-1
Americas	3,147	33.8%	2,200	24.8%	401-1
APMEA	1,065	23.0%	600	13.9%	401-1
Age group					
<30	1,841	50.2%	1,052	35.2%	401-1
30-50	2,543	21.5%	1,832	15.5%	401-1
>50	542	12.6%	447	9.6%	401-1
Group	4,926	24.9%	3,331	17.1%	401-1
Employee turnover⁴⁴					
Gender					
Female	1,010	15.5%	617	9.9%	401-1
Male	2,165	16.3%	1,398	10.6%	401-1
Region					
Europe	837	14.2%	399	6.4%	401-1
Americas	1,591	17.1%	1,125	12.7%	401-1
APMEA	747	16.2%	491	11.4%	401-1
Age group					
<30	860	23.4%	444	14.9%	401-1
30-50	1,733	14.6%	1,146	9.7%	401-1
>50	582	13.5%	425	9.1%	401-1
Group	3,175	16.0%	2,015	10.4%	

43 New employee hire number is the number of permanent employees hired during the year. New hire rate = New permanent hires / Number of permanent employees at year end (per GRI 102-8) * 100. Detail of scope is contained in GRI 102-48.

44 Employee turnover number is the number of permanent employees who left voluntarily during the year. Employees who left voluntarily are those who resigned or retired. Employee Turnover Rate = Employees who left voluntarily / Number of permanent employees at year end (per GRI 102-8) * 100. Detail of scope is contained in GRI 102-48.

	2021					
Work-related injuries⁴⁵						
Number of recordable work-related injuries		303	403-9			
Rate of recordable work-related injuries ⁴⁶		1.35	403-9			
Work-related ill health⁴⁷						
Number recordable work-related ill health		15	403-10			
Rate of recordable work-related ill health ⁴⁶		0.07	403-10			
Average hours of training						
Average hours of training per year per employee ⁴⁸		5	404-1			
	<30	30-50	>50	Total 2021	Total 2020	GRI
Diversity of employees						
Senior Leaders						
Female	n/a	n/a	n/a	29%	28%	
Male	n/a	n/a	n/a	71%	72%	
Senior Management						
Female	1%	27%	8%	36%	35%	405-1
Male	1%	40%	23%	64%	65%	405-1
Employees, excluding senior management						
Female	7%	20%	6%	33%	32%	405-1
Male	14%	38%	15%	67%	68%	405-1
Total Employees⁴⁹ 2021	20%	59%	21%			
Total Employees ⁴⁹ 2020	17%	60%	23%			

45 Work-related injury can include death, amputation of a limb, laceration, fracture, hernia, burns, loss of consciousness and paralysis, among others. Figures include permanent and temporary Kerry employees, and agency staff. Detail of scope is contained in GRI 102-48

46 Total recordable injuries and ill-health, according to OSHA definition. Calculations based off 200,000 hours and 44,815,345 total hours worked in 2021. Following enhancement of our measurement processes and introduction of a new reporting system in 2021, we do not have like-for-like data across all areas for previous periods. Comparative data for previous years will be provided going forward.

47 Work-related ill health can include acute, recurring and chronic health problems caused or aggravated by work conditions or practices. Includes musculoskeletal disorders, skin and respiratory diseases, diseases caused by physical agents (e.g., noise-induced hearing loss, vibration-caused diseases), among others. Figures include permanent and temporary Kerry employees, and agency staff. Detail of scope is contained in GRI 102-48

48 This figure only represents a portion of all learning activity which occurred in Kerry in 2021 and only includes activities recorded and tracked in our learning management systems during the year (which are predominately our online eLearning offerings).

49 Employee data is based on headcount at 31st December, as recorded in our central HR system. Figures include permanent and temporary Kerry employees, excludes agency staff. Detail of scope is contained in GRI 102-48

Environmental Data

	2021	2020		GRI	
Raw materials					
% of spend on raw materials from renewable sources ⁵⁰	86%	86%		301-1	
% of total packaging volumes recyclable	82%	n/a			
% of plastic used recyclable, re-useable or compostable	57%	n/a			
	2021	2020	2019	2017	GRI
Energy Consumption (MWH)					
Renewable energy					
Electricity Consumption	490,995	130,674	-	-	302-1
Direct Fuel Consumption	83,230	82,979	80,445	53,476	302-1
Total renewable energy consumed	574,225	213,653	80,445	53,476	302-1
Non-renewable energy					
Direct Fuel Consumption	2,149,571	2,142,001	2,231,622	2,155,683	302-1
Electricity Consumption	261,318	624,686	772,677	805,066	302-1
Heating	56,520	53,493	57,932	45,996	302-1
Total non-renewable energy consumed	2,467,409	2,820,180	3,062,231	3,006,745	302-1
Total Energy Consumed⁵¹	3,041,634	3,033,833	3,142,676	3,060,221	302-1
Energy Intensity⁵²	0.90	0.92	0.92	0.95	302-3
% renewable electricity	65%	17%	-	-	

50 Renewable material is defined as material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes e.g woods, paper, crops. Non-Renewable material is defined as resources that do not renew in short time periods e.g minerals, metals, oil, gas or coal. Detail of scope is contained in GRI 102-48.

51 Our energy data reflects energy use across our manufacturing and non-manufacturing sites. Detail of scope is contained in GRI 102-48.

52 Energy intensity is a relative measure using total energy consumed divided by tonnes of finished product.

	2021	2020	2019	2017	GRI
Water withdrawal (M3)					
Surface water	4,138	4,933	3,964	3,699	303-3
Groundwater	8,672	8,291	8,278	8,729	303-3
Third-party water	8,075	7,872	8,263	8,156	303-3
Total water withdrawal⁵³	20,885	20,096	20,505	20,584	303-3
Water Intensity⁵⁴	6.17	6.11	6.03	6.40	
Areas with water stress					
Surface water	22	15	19	22	303-3
Groundwater	96	99	115	129	303-3
Third-party water	348	337	376	316	303-3
Total water withdrawal from areas with water stress⁵⁵	466	451	510	467	303-3
Water Intensity areas with water stress⁵⁶	2.95	3.25	3.33	3.49	
Water discharge (M3)					
Surface water	8,799	8,605	8,830	8,509	303-4
Groundwater	34	27	30	34	303-4
Seawater	159	166	170	161	303-4
Third-party water	8,993	9,065	8,597	8,631	303-4
Total water discharge⁵⁴	17,985	17,863	17,627	17,335	303-4
Water consumption (M3)					
Total water consumption from all areas ⁵⁴	2,900	2,233	2,878	3,249	303-5
Total water consumption from all areas with water stress ⁵⁵	228	189	233	202	303-5

53 Our water data reflects water use across our manufacturing facilities. Detail of scope is contained in GRI 102-48

54 Water intensity is a relative measure using total water withdrawal divided by tonnes of finished product.

55 Areas with water stress identified using the WRI's Aqueduct Tool.

56 Water intensity areas with water stress, is a relative measure using total water withdrawal from areas with water stress divided by tonnes of finished product from areas with water stress.

	2021	2020	2019	2017	GRI
Direct (Scope 1)⁵⁷ GHG emissions (Tonnes CO₂e)					
Gross direct GHG emissions	416,355	417,221	434,759	462,577	305-1
Of which Biogenic emissions	1,259	1,282	1,257	679	305-1
Energy indirect (Scope 2)⁵⁷ GHG emissions (Tonnes CO₂e)					
Gross energy indirect GHG emissions ⁵⁸	120,015	283,233	360,720	416,086	305-2
Other indirect (Scope 3) GHG emissions (Tonnes CO₂e)					
Gross other indirect GHG emissions ⁵⁹	9,652,562	9,200,425	9,609,028	9,788,154	305-3
GHG emissions intensity (Tonnes CO₂e)					
Emissions intensity: Scope 1 & 2⁶⁰	0.16	0.21	0.23	0.27	305-4
Emissions intensity: Scope 3⁶¹	2.85	2.80	2.82	3.02	
Emissions of ozone-depleting substances (ODS) (Tonnes)					
ODS CFC 11 equivalent ⁶²	0.03	0.06	0.10	0.08	305-6
Nitrogen oxides (NOx), sulphur oxides (Sox), and other significant air emissions⁶³ (Tonnes)					
Nitrogen oxides	954	943	991	1,136	305-7
Sulphur dioxide	42	41	44	858	305-7
Volatile organic compounds	190	190	196	247	305-7

57 Our measurement and target performance of Scope 1 and 2 emissions is for all sites under our control. We measure and report our performance in accordance with the GHG Protocol and emissions factors include UK Government GHG Conversion Factors for Company Reporting. Kerry's actual performance has been adjusted to reflect like-for-like performance compared to our baseline year. We use the NOVEM Methodology for carbon reporting to adjust our baseline target reduction number in order to account for changes to product mix that have had a material effect on carbon intensity. Carbon dioxide equivalent (CO₂e) is a metric measure used to compare the emissions from various greenhouse gases on the basis of their global-warming potential.

58 Our Scope 2 emissions are calculated using the market-based method as defined within the GHG Protocol.

59 Indirect GHG emissions not included in energy indirect GHG emissions that occur outside of the organisation, including both upstream and downstream emissions.

60 Emissions intensity: Scope 1 & 2 is a relative measure using total Scope 1 & Scope 2 (market-based) emissions divided by tonnes of finished product.

61 Emissions intensity: Scope 3 is a relative measure using total Scope 3 emissions divided by tonnes of finished product.

62 CFC11 equivalent is a measure used to compare various substances based on their relative ozone depletion potential.

63 Quantity is calculated by multiplying the annual fuel consumption by the corresponding emission factor for fuel type.

	2021	2020	2019	2017	GRI
Waste generated (Tonnes)					
Non-hazardous waste	445,114	399,915	403,085	424,351	306-3
Hazardous waste	1,672	1,190	1,237	1,171	306-3
Total waste generated⁶⁴	446,786	401,105	404,322	425,522	306-3
Waste diverted from disposal (tonnes)					
Non hazardous					
Preparation for reuse	946	1,009	1,500	747	306-4
Recycling	27,911	26,096	32,458	34,819	306-4
Other recovery operations	381,455	329,533	321,520	336,567	306-4
Total waste diverted from disposal⁶⁴	410,312	356,638	355,478	372,133	306-4
Onsite	79	42	20	173	306-4
Offsite	410,223	356,596	355,458	371,960	306-4
Food waste (tonnes)					
Food waste⁶⁴	10,290	10,824	n/a	12,780	
Waste directed to disposal (Tonnes)					
Non hazardous					
Incineration (without energy recovery)	323	551	1,551	1,653	306-5
Incineration (with energy recovery)	8,730	9,108	11,054	8,306	306-5
Landfill	25,749	33,618	35,003	42,260	306-5
Hazardous					
Incineration (without energy recovery)	572	225	179	511	306-5
Incineration (with energy recovery)	1,100	965	1,058	659	306-5
Total waste directed to disposal^{64 & 65}	36,474	44,467	48,845	53,389	306-5
Site Environmental Certification					
% of our sites ISO14001 Environmental management System certified ⁶⁶	66%	n/a	n/a		

64 Our waste data reflects waste produced across our manufacturing facilities. Detail of scope is contained in GRI 102-48

65 Total waste directed to disposal offsite.

66 Detail of scope is contained in GRI 102-48

Other Economic Data

	2021	2020	GRI
Proportion of spending on local suppliers			
Direct raw material spend with local ⁶⁷ suppliers to Kerry	80%	80%	204-1

⁶⁷ Local suppliers are defined as local if they are based in the same country as our site of operation which receives the goods or services. Detail of scope is contained in GRI 102-48.



Kerry Group

Prince's Street, Tralee,
Co. Kerry, V92 EH11, Ireland.

T: +353 66 718 2000

www.kerrygroup.com