

## Our People

# INSPIRING FOOD, NOURISHING LIFE

49

OurShare extended to  
49 countries globally

19,000+

People

185+

Locations

50+

Countries



## PEOPLE WITH PURPOSE

In 2025, Kerry's continued success was driven by a globally connected, talented and committed team of more than 19,000 individuals across 50 countries. We remain focused on growing our business by winning together with our customers, and we move forward together with a shared purpose of *Inspiring Food, Nourishing Life*.

Our passionate colleagues combine deep expertise across a range of functions and specialisms to collaborate effectively with stakeholders through our end-to-end value chain, inspiring and delivering innovative solutions for our customers and making a positive contribution to the communities in which we operate. With our global reach and connected capabilities, underpinned by strong leadership across our markets, we continue to be at the forefront in identifying new opportunities and creating sustainable value together.

At the heart of everything we do are our values: Courage, Enterprising Spirit, Inclusiveness, Open-Mindedness, and Ownership. Without exception, our shared values guide us in how we lead, how we behave, and how we work. Our purpose and our values together provide the drumbeat we use to sustain a positive and dynamic environment in which our colleagues can thrive.

## SAFE. INCLUSIVE. TOGETHER.

Guided by our values, we work to prioritise the safety, sense of belonging, and wellbeing of everyone across our global organisation.

Providing a safe workplace is not just a priority for our organisation – it is a non-negotiable expectation and a core element of how we operate. We are committed to nurturing a strong and sustainable safety culture that supports our colleagues, customers, communities, and all stakeholders.

Our guiding principle of *Safety First, Quality Always* reinforces our unwavering stance: we never compromise on the safety, health, and wellbeing of our people. This commitment is called out clearly within our Health & Safety Policy, advocated visibly by every leader in Kerry and continually reinforced across the organisation as part of our safety culture mindset.

Throughout 2025, we continued to promote this culture through a series of focused initiatives as part of a leader-championed integrated plan. We conducted extensive employee safety perception surveys, ensuring that we were capturing feedback directly from our colleagues – assessing perceptions of progress made and identifying further opportunities. As part of this continuous improvement ethos, we continued to deploy our Safety Guardians programme globally – a programme designed to reinforce behaviours that help in proactively identifying safety risks and opportunities. Allied to this theme, we celebrated our annual Safety & Health At Work week in April across every single Kerry location. This year, we focused on the area of personal responsibility for safety under the theme 'I Choose Safety'. Through this week, we took the opportunity to encourage all employees to reflect on and reaffirm the importance of safe behaviours through a range of events, webinars and shared activities.

We strengthened our commitment to wellbeing by continuing the rollout of our Emotional Wellbeing Programme across all regions. We redesigned the programme in 2025 to further tailor content for senior leadership teams and people leaders, building knowledge and skills to increase relevance and impact for colleagues across the organisation. We will continue to build on this momentum in 2026.

We recognise and celebrate the unique contributions of every colleague, valuing the diverse backgrounds, experiences, and perspectives that enrich Kerry's organisational capabilities. It is critically important to us that the breadth and diversity of our team at Kerry reflects the diversity of the markets in which we operate. With our colleagues working together in a dynamic and supportive environment, they bring innovative and fresh perspectives to help us best meet opportunities in continually evolving markets. We will continue to cultivate an inclusive culture where all individuals truly belong – feeling welcomed, respected, and empowered to contribute fully and confidently in Kerry. To underpin our commitments to inclusiveness, we ensure that we provide equal opportunity to all colleagues, recognising individual qualifications, performance, contribution, motivation, skills and experience across all stages of an employee lifecycle.

Through 2025, we had a range of celebrations, events and learning opportunities to recognise our diversity, and spotlight the importance of inclusion across Kerry in creating meaningful impact for our people, partners and customers. Informed by our three connected pillars of focus – Inclusive Leadership, Education & Awareness and Equitable Experience – local teams took accountability for creating and leading out their respective plans – with visible sponsorship from across our leadership teams. In taking this approach, these plans were optimally aligned to local priorities and opportunities, in line with local regulations, and with Kerry's values consistently at their core. We continue to share learnings and celebrations across our organisation, enabled by inclusive leadership at the heart of what we do, and we will build on this during 2026.



At year end, 35% of the senior leadership roles across Kerry's global footprint were held by female leaders (2024: 35%). Having achieved our 2025 target one year ahead of schedule, we continued to work to sustain and build on this progress. At the end of 2025, women held 41% (2024: 39%) of our senior management roles. We remain committed to achieving equal gender representation in senior management roles across Kerry's global footprint by the end of 2030.

## ENABLING LEARNING EMPOWERING GROWTH

Providing the environment, tools and learning support to enable professional growth at every career stage equips colleagues with the skills needed to achieve our ambitions in a rapidly evolving environment.

Through 2025, we continued to focus on our talent and capability agenda, ensuring that we are building the capabilities and skills required for today as well as identifying and growing those capabilities and skills needed in the future; sustaining and building on our leadership succession depth. Alongside our performance and development cycle through the

year, we use our global annual talent process to ensure that we have an objective and timely view of talent strength and depth across all parts of our business. This approach allows us to ensure that we are building visibility of areas of competency and opportunity, as well as enabling us to take a cross-enterprise view in developing and deploying talent to meet business needs. In addition to accelerating talent development, talent mobility across our organisation helps us continue to enhance transfer of Kerry knowledge and best practices, as well as further embedding our shared culture.

The advancement of our learning culture, enabled through people-leader sponsorship and improved access to best-in-class resources and tools, continued to be an area of focus in 2025. Our Learning Academy team (Leadership, Science & Technology, Commercial, Integrated Operations and Business Functions) continues to lead out the design and delivery of learning and development solutions across all functional areas, aligned with our growth priorities. We launched and deployed globally our new online learning platform, offering a host of cross-enterprise and specifically curated learning modules tailored to individual and business development priorities and needs. This powerful resource has further enabled self-directed learning by all colleagues to complement essential on-the-job experience, people-leader coaching and formal technical and leadership development programmes.

## REWARDING AND RECOGNISING OUR PEOPLE

Total Reward at Kerry is about more than just pay and financial rewards.

Informed by our principles of fairness and equitability, Total Reward encompasses career development, personal growth and access to opportunities where all our people can excel, both personally and professionally. Our approach to reward supports us in striving to be the first choice for the best talent by providing fair, competitive offerings which our people value and which drive an ownership mindset to achieve Kerry's goals.

Our aim is to ensure that our reward programmes are positioned as key enablers of business performance, are appropriately aligned with the external market, and are delivered in a way that makes them easily understood and appreciated by our colleagues.

During 2025, we advanced the next phase of our Total Rewards roadmap and achieved several important milestones and enhancements including the following:

- We expanded OurShare, our award-winning global employee share plan, to 25 additional countries. Now live in 49 countries, the plan reaches 99.5% of our colleagues, with full global coverage targeted for 2026. One in six colleagues are now shareholders and own part of Kerry. In 2025 we celebrated the first vesting of matching shares for colleagues who joined in the plan's first phase of implementation in 2023.
- During 2025 we partnered with the Fair Wage Network, and following an independent assessment process, we are proud to have been formally accredited as a living wage employer across Europe, North America, and LATAM, covering more than 13,500 of our colleagues (70% of our global employee population). This represents a significant milestone in strengthening fairness, wellbeing and responsible pay practices across our organisation. A full review is already underway in our APMEA region as we progress toward global accreditation.
- We deepened our culture of recognition through our global Inspiring People recognition programme, with over 12,000 recognition moments recorded in 2025. Our Executive Leadership Team hosted the annual October global recognition event, celebrating powerful stories of individual and team achievement, with watch parties around the world ensuring every finalist felt truly recognised.

## WINNING TOGETHER

Building to better with our committed global team.

We know that as our colleagues grow, so too does our capacity to solve our customers' challenges, bringing our respective skills and capabilities together for the best possible impact. With the clear commitment of our Board (including through the agenda of our Workforce Engagement Director) and our Executive Leadership team, we work to ensure that we continue to evolve and embed our winning culture. This is achieved through hearing perspectives from our colleagues across the globe through a range of engagement opportunities, continuous dialogue and ongoing connectivity with our employee representative groups. With both this clear oversight and continued two-way communication and listening mechanisms, our evolving culture continues to be informed and inspired by our people, with a collective ambition that is focused on growing our business through winning together with our customers.

