

# *Nurturing the adoption of a sustainability mindset through skills and cultural shift*



Introduction to Sustainable Nutrition

Climate Action

Responsible Sourcing

Circular Economy

Social Sustainability

Nutrition and Health

## Executive Summary

The food industry has a key impact on the health and wellbeing of the planet and its people. Consumers are increasingly making purchasing decisions based on a product’s sustainability. As the leading supplier of taste and nutrition products and ingredients to the food, beverage and pharma industries, Kerry had already begun its transformation into a sustainable nutrition company, including setting the ambitious goal of providing sustainable nutrition to more than 2 billion people by 2030. To meet this and to better anticipate the industry needs, the company knew sustainability had to be embedded in every decision made – from the boardroom to the manufacturing floor. To help the Kerry workforce ensure sustainability became foundational to its way of doing business, the company partnered with dss+, a company focused on cultural transformation, to orchestrate a plan that would shift Kerry’s language, viewpoint, and approach so that sustainability was a key consideration.

The Challenge	The Commitment
<p>To continue innovating more sustainable food and beverage products – and to meet their sustainability goals – Kerry knew that a sustainable mindset needed to be at the heart of every decision it made, from sourcing to manufacturing.</p>	<p>Kerry had already developed a mature strategy towards sustainability and had champions within the business; by establishing a partnership with dss+, the aim was to engage and educate all stakeholders across the business and create a culture that always took sustainability into consideration, including developing foundational capabilities and building the decision-making confidence needed to enable the transformation journey.</p>
The Initiative	The Impact
<p>A multi-part learning and development series, ‘Sustainability Essentials,’ was designed in partnership between Kerry and dss+, with the foundational level aimed at creating alignment in the way employees communicate about sustainability and its impact on Kerry and its value chain.</p>	<p>More than 4,700 employees have engaged with the series so far, with more than 90% saying they are now confident talking about sustainable nutrition and a similar number reporting they also understand the role they play in creating a world of sustainable nutrition.</p>

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# Introduction

*Advancing the lofty goal of providing sustainable nutrition to the world.*



## **KERRY**

Kerry is the world’s leading supplier of taste and nutrition ingredients to the food, beverage and pharma industries. Since its establishment in 1972, Kerry has grown from a traditional dairy co-operative in Listowel, Co Kerry, to a multinational company with a footprint in more than 30 countries and a workforce of more than 22,000 people.

Guided by the Purpose of ‘Inspiring Food, Nourishing Life,’ we work with our customers to improve the nutritional profile of their products while maintaining good taste and minimising environmental impact. We have a portfolio of value-add ingredients available and have experts available to guide our partners on new trends and innovations as well as process updates to increase efficiencies and cost savings. Our Beyond the Horizon sustainability strategy sets out our 2030 commitments to deliver on a vision of creating a world of sustainable nutrition.



In the past 5 decades, we have evolved and enhanced our capabilities to meet the changing needs of our clients, from safety services towards integrated operational risk management. Our goal is to help organisations Protect, Transform and Sustain what they care for: their people, their assets, their communities, and the competitiveness of their company for future generations.

At dss+, we do things differently, ESG & Sustainability challenges are complex – we work with our clients to turn ideas, ambition and strategies into operational roadmaps to implement & integrate sustainability throughout functions, operational units and sites through processes and tools, building capabilities and culture to enable a sustainable business impact.



1

**The Challenge**

## The Challenge

*Engaging a global workforce to adopt a mindset and culture of sustainability.*

The food and beverage industry is consumer led, with changing consumer taste preferences and nutritional needs guiding innovation and product launches. However, in recent years sustainability has begun to influence a greater share of purchasing decisions amongst consumers and it's also informing practices across the industry, especially as the hunger for sustainability expands among investors, clients and employees.

As a global leader in the food industry, Kerry has an important role to play in the transformational change required to tackle the global food challenges we all face – including those linked to sustainability.

The shift toward a more sustainability-minded future began five years ago, when Kerry adopted the purpose of 'Inspiring Food, Nourishing Life,' which reflects the company's culture, heritage and commitment to innovation and sustainability as well as the essence and ambition of its people. In 2020, Kerry launched a new sustainability plan, 'Beyond the Horizon,' which articulated the vision to create a world of sustainable nutrition – including the creation of products that are nutritionally superior, have authentically delicious taste and have minimal impact on the environment. Kerry also set the goal of reaching 2 billion people with sustainable nutrition by 2030.



Kerry knew that achieving this vision to co-create products that are better for people, society and the planet would require the full support of many functions and individuals throughout the entire Kerry business – which included more than 22,000 people in over 50 countries. Sustainability roles were established

throughout the business, and sustainability efforts and achievements were celebrated. But it wasn't enough to get the entire company in lockstep.

The company identified the need to adopt a shared viewpoint and a common language and approach to ensure that sustainability became foundational to its way of doing business, from the products that were innovated to the raw materials that were sourced to the way manufacturing facilities were renovated and employees were treated. Kerry knew a full transformational shift in mindset and culture was necessary if it wanted to become a company wholly rooted in and committed to creating a world of sustainable nutrition.

2

**The Commitment**

## The Commitment

*Developing foundational capabilities to enable the transformation journey.*

“Sustainability is a key part of our heritage and purpose at Kerry. It is also important to our people, who can see their own values reflected through the company’s activities

**Juan Aguiriano**  
Kerry Group Head of Sustainability



Kerry knew becoming a sustainable business would take more than adding a sustainability line item to each task – sustainability had to be considered holistically and automatically at the start of each project and at every step along the way. Considering the ambitious goal at hand – to build capabilities, support cultural transformation and empower people with decision making – Kerry decided to look for external support.

dss+ has earned the reputation as a preeminent partner and guide in the type of cultural transformation Kerry needed, including as an expert in both learning and capability building. The consultancy is known for its pragmatic yet holistic approach to designing and activating the complex change required for sustainability ambition. The firm is renowned for its cultural transformation methods and its effectiveness at working with everyone from executives to frontline workers in changing behaviors and mindsets to engage and sustain the change.

Both dss+ and Kerry believe cultural change is best integrated and most “sticky” when adopted and reinforced over time, through highly relevant real-world scenarios and work and when reinforced and supported by managers. This shared belief – that when employees are presented with personalised, custom-developed content with terminology and procedures embedded in the learning, they tend to be more motivated and engaged – was key to Kerry’s decision to partner with dss+ in 2022 to design a mechanism to engage all employees in the sustainability journey.

The partnership was established to design a solution that leveraged Kerry’s experience in sustainability/ Environmental Social Governance (ESG) strategy implementation and learning and development, including guidance to effectively conduct the transformation journey.



Together, Kerry and dss+ decided the best way to affect widespread cultural change was to launch a company wide learning programme aimed at educating the entire workforce on the company's sustainability goals, achievements and ambitions.



The Sustainability Essentials programme aimed to address individual, functional and organisational learning and development, bringing impact to Kerry and its value chain.

This was a strategic choice to focus on a culture shift based on knowledge and behaviour change, rather than an overhaul of roles and responsibilities. In doing so, Kerry and dss+ anticipated being able to integrate sustainability into existing business processes, metrics and targets, as well as input a sustainability lens. into innovation, product design and commercial strategies.

By working with their employees, Kerry would also be able to get a greater percentage of the workforce excited for this shift – and committed to it. The adoption of a sustainability mindset wouldn't be viewed or treated as a one-off, but rather as part of a methodical evolution that will see the company internalise sustainability until it is reflected in every decision.

Kerry and dss+ knew that a critical factor to successfully adapting the business culture to sustain the transformation towards sustainability was empowering individuals and teams, motivating them to be a part of the transformation and enabling them to think differently.

In the book 'Making Sustainability Work', authors Marc J. Epstein and Adriana Rejc Buhovac echo this, explaining that success requires both the formal and informal systems to support the change – but that the "soft" systems are more important than most realize. That is why people and organisational culture are so intrinsic to success.

Shifting culture requires a holistic and coordinated activation. A company's leadership and its employees – its people – need to approach problem-solving and everyday business with a new lens. By recognising the organisation's competencies and resources, you can activate the passion that will be the engine for your company's transformation and sustained change. The idea is not only to spot opportunities to reduce negative impact, but most importantly to see how to generate value out of what was previously labelled “waste”, innovating with new products and different business models to fuel responsible growth.

As George Serafeim states in his book 'Purpose + Profit: How Business Can Lift Up The World', “You need pressures from both ends – top-down and bottom-up; two forces pushing on the organisation to make things work and make them stick.”



3

**The L&D Initiative**

# The L&D Initiative

*Activating the journey through foundational skills and motivation.*

The Kerry and dss+ programme, which was ultimately titled, 'Sustainability Essentials,' was designed to help employees at every level of the company engage with sustainability, identify the key issues and enablers, and become an active part of the solution.

## Programme Design

The programme included four key levels, ranging from awareness and foundational skills to detailing functional and impact modules to external qualification courses.



- The foundational level was developed to familiarize the entire Kerry workforce with sustainability at Kerry and impart confidence and a shared language to use when speaking with colleagues, stakeholders and community members about Kerry’s sustainability strategy and ambitions.
- For employees with a role-specific impact on sustainability outcomes (e.g. procurement or engineering) a more advanced, technical intermediate level is being developed to increase specific skills to their role and function.
- The next levels are also currently under development building on the learnings from the foundational level and tailoring content to specific business functions impact and formal qualification requirements.

## Towards the Horizon

Towards the Horizon, the foundational level of the Sustainability Essentials programme, is focused on building the capabilities for all 12,500 Kerry wired employees to:

- **Explain the Beyond the Horizon sustainability strategy and the core underpinning themes.**
- **Confidently engage and effectively communicate with stakeholders on the sustainable impact Kerry can deliver throughout the value chain.**
- **Recognize what sustainable nutrition means; how it connects to the business and to Kerry customers; and how it impacts people, society and the planet.**

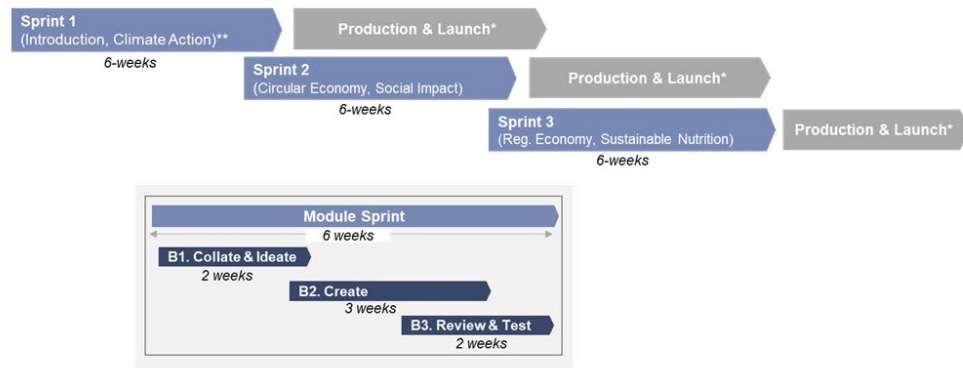
The initiatives developed for this level of the programme are designed to raise awareness of and build skills related to Kerry's corporate sustainability strategy and the core themes of climate action, responsible sourcing, circular economy, social sustainability and nutrition and health.

The format for this level of the programme include:

- **6 Engaging Videos, each approximately 3-minutes in length**
- **6 Interactive E-learning Modules**



## The Workflow



Kerry and dss+ embarked in a rather aggressive timeline to develop the 6 modules and videos, leveraging an agile approach of 6-week sprints, grouped by 2 themes. Each theme followed the below outline with teams working collaboratively to:

**1. Collate key content (case studies) and ideate overall narrative and format.**

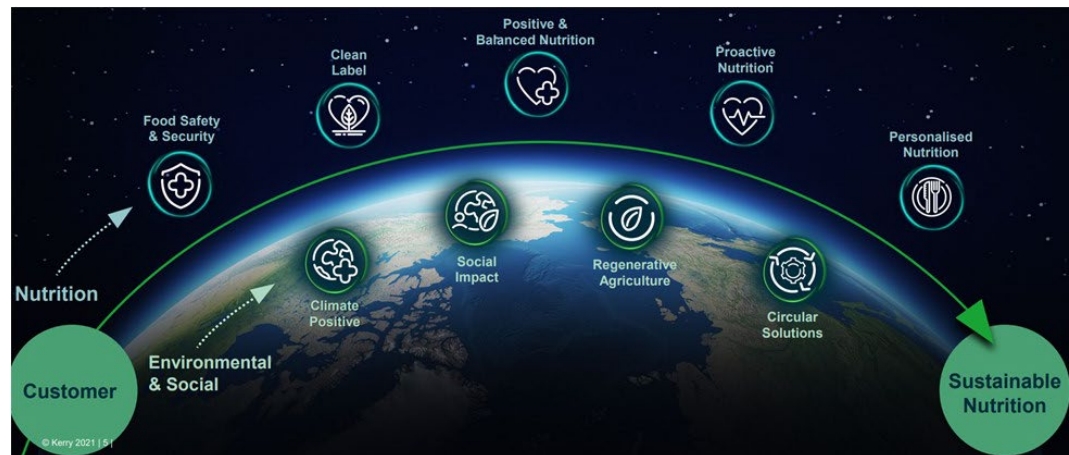
**2. Detail storyboard (video and eLearning) per iterative review. Finalise eLearning content document and produce video.**

**3. Conduct iterative key review cycles with internal / external experts and test with end users. Transfer eLearning content for Kerry's production and launch.**

The development process brought together all the key stakeholders at Kerry, forced important conversations and building broad consensus on key sustainability topics. Enabling the company to reflect on how we could bring the whole organisation together, making sustainability a foundation of our culture and the way we work.



The Sustainability Essentials foundational modules and videos lead the employee along Kerry's sustainable nutrition spectrum, the cornerstone of Kerry's business strategy, helping them understand how to engage customers, suppliers and partners into the journey.



## The User Journey



**4**

**The Impact**



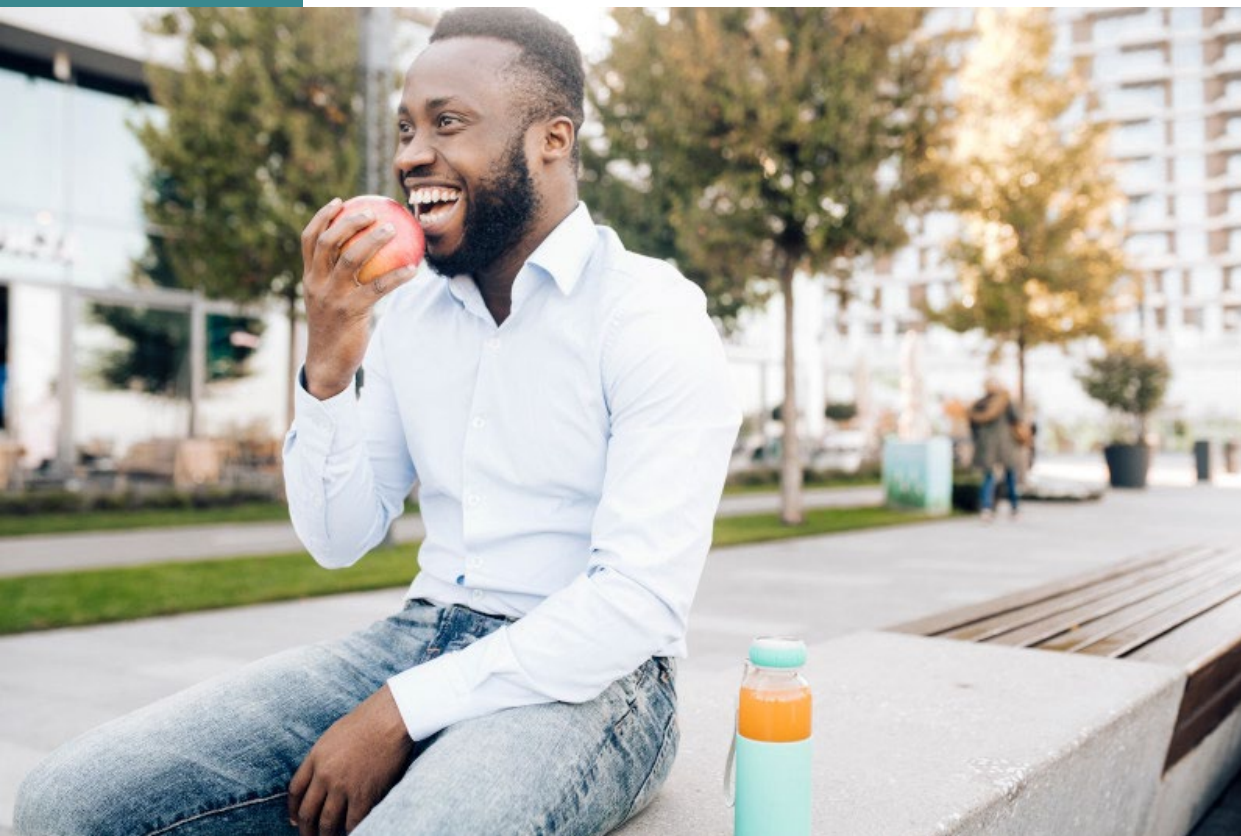
## The Impact

***Catalyzing the transformation through leaders and frontline people to drive engagement, innovation and competitiveness.***

Engagement in the Sustainability Essentials learning and development programme has helped embed a sustainable nutrition mindset at Kerry and ensure sustainability is integral to both daily activities and business-altering decisions.

The launch of the programme's first of six modules commenced in November 2022, with all modules becoming available to Kerry employees by April 2023. This staggered launch approach gave employees time to focus on completing one module per month, which allowed for more thoughtful and purposeful engagement and reflection with each module of the programme. This also contributed to a distributed communication campaign engaging employees multiple times throughout the launch process.

To date over 4,700 of Kerry's wired employee population, or 38%, have engaged with the Sustainability Essentials modules.



A pre- and post-completion assessment of the first module of the foundational level programme, Introduction to Sustainable Nutrition, confirms the achievement of the target programme goals:



**Goal 1: Explain our Beyond the Horizon sustainable nutrition strategy and the core underpinning themes.**

**93%** of employees feel confident explaining what sustainable nutrition means and how it connects to Kerry's business and customers (up from a 47% baseline).

**90%** of employees can confidently explain the core themes of sustainable nutrition (up from a 35% baseline).



**Goal 2: Confidently engage and effectively communicate with stakeholders on the sustainable impact Kerry can deliver throughout the value chain.**

**92%** of employees can confidently explain how sustainable nutrition can address the negative impacts of the food chain (up from a 45% baseline).



**Goal 3: Recognize what sustainable nutrition means, how it connects to the business and our customers, and how it impacts people, society and the planet.**

**91%** of employees understand the role they can play at Kerry as we transition to a world of sustainable nutrition (up from a 55% baseline).

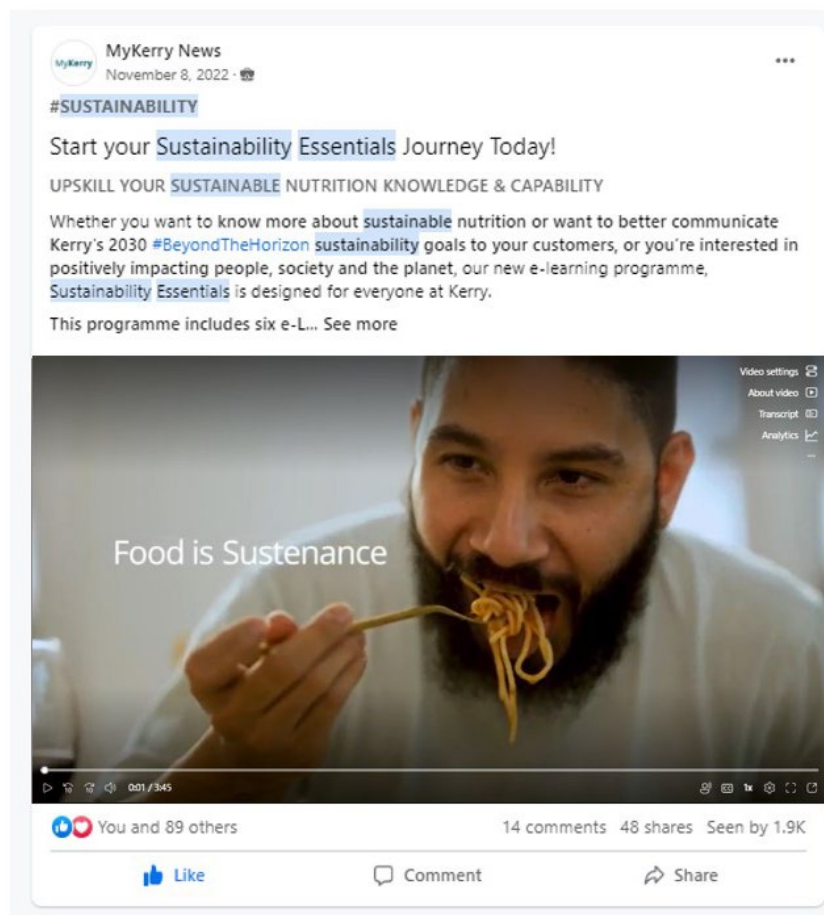
**89%** of employees can engage confidently and effectively communicate with stakeholder on the topic of sustainable nutrition (up from a 36% baseline).

The feedback demonstrates that employee confidence and understanding around sustainability was greatly improved as a result of completing the Introduction to Sustainable Nutrition module.

## Employee Engagement

The Sustainability Essentials modules were launched on the internal Kerry news sharing platform – Workplace - in the MyKerry channel open to all of Kerry's 12,500 wired employees. The module marketing material was also posted into team and function specific channels within workplace supported by a context setting piece authored by the respective functional or regional leader.

Each post directed employees to the Learning Management System which housed the modules.



Posts related to Sustainability Essentials received notable employee engagement on the platform (engagement across 6 workplace posts):

**14K** Views    **150** Shares

# The positive effect of deploying a leader-led strategy and senior leadership endorsement

Kerry senior leadership have played an integral role in the success of the Sustainability Essentials programme. Since its launch, this initiative has been endorsed and supported by leaders across all functions at Kerry, which has had a positive impact on engagement.

**Oliver Kelly** ▶ North America News  
December 7, 2022

**Learn More About Kerry and Climate Action**

TAKE THE NEXT MODULE NOW TO CONTINUE YOUR SUSTAINABILITY ESSENTIALS JOURNEY

How well do you understand climate change and Kerry's commitments and progress reducing the food, beverage and pharma industry's impact on the climate?

The second Sustainability Essentials module - *Climate Action* - is now live (see link below). Please take time to complete the module and build your ability to confidently engage and communicate with stakeholders about climate action and how it connects to the business and our customers.

<https://kerrygroup.workplace.com/.../3138840446421208/>

**Oliver Kelly**  
President & Chief Executive Officer, North America

**Mike Gransee** ▶ Integrated Operations  
January 19

**Sustainability Essentials - Responsible Sourcing Module**

Every ingredient in every dish we consume has been in a long and complex journey before it reaches our hands and plates. Responsible Sourcing is mission critical and a commitment we've made to our suppliers, customers, consumers and, ultimately, to ourselves.

I would like to invite you to continue your Sustainability Essentials journey by completing the new Responsible Sourcing module. [Click here to learn more.](#)

#sustainabilityessentials

**Mike Gransee**  
Global Chief Procurement & Risk Management Officer

**Gerry Behan** ▶ AH&N News (Global)  
November 21, 2022

**Sustainability Essentials e-Learning**

*Transformative change is needed within the supply chain. AH&N technologies drive our sustainable nutrition strategy at Kerry, and they will be levers to move the dial in sustainability for our customers in the food and pharma industry.*

*The first step is to understand the foundations of sustainability and how it relates to what we do at Kerry.*

*I encourage all of you to take these e-learning modules.*

**Gerry Behan**  
Global President and CEO, Taste and Nutrition

**Thomas Ahlinder** ▶ Europe News  
November 9, 2022

**Sustainability Essentials**

HELPING EACH OF US TO PLAY OUR PART IN MAKING A DIFFERENCE TO THE PLANET AND ITS PEOPLE

Yesterday we launched the first module of the Sustainability Essentials e-learning programme.

As a global leader in sustainable nutrition, we have the potential to dramatically change the food system and play a vital role in impacting others.

As you know, Kerry is committed to reach 2 billion people with sustainable nutrition by 2030, but do you know how each of us can contribute to make that happen?

Sustainability Essentials is a fantastic educational programme that will help us to elevate our knowledge and capability on topics such as climate change, responsible sourcing, circular economy, social impact and health & nutrition.

By being part of this programme, I'm committing to make a difference to the planet and its people, and I encourage all of you to do the same.

#SustainabilityEssentials #BeyondtheHorizon #SustainableNutrition

**Thomas Ahlinder**  
President & Chief Executive Officer, Europe

**Alan Barrett** ▶ Integrated Operations  
November 8, 2022

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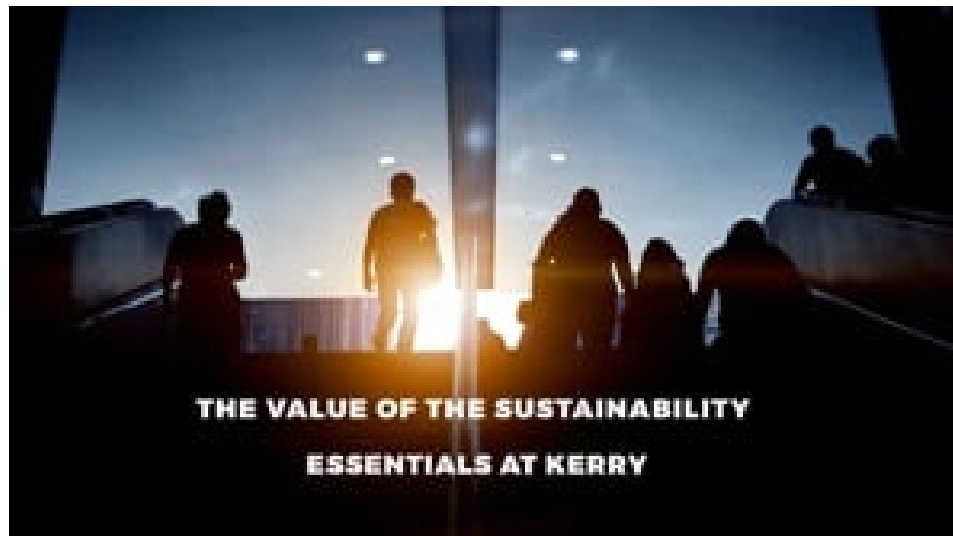
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By being part of this programme, I'm committing to make a difference to the planet and its people, and I encourage all the Integrated Operations team to do the same.

I also would like to thank the IO colleagues who were/are playing a part on content development and execution of this programme: Eoin Lator, Christina O'Keefe, Alejandra Rullan, Daniel Campion, Mark Coyne, Maurice Crowley, Mike Gransee, Maarten Butselaar, Roisin Murphy, Emma Daly and Lisa Turley.

**Alan Barrett**  
Chief Operating Officer (COO)



**In the words of the Kerry Sustainability Essentials programme  
Executive Sponsors:**

“ The Sustainability Essentials programme really is best in class. The feedback we have received from the people who taken the modules is really exciting! Our employees are even describing it as the best new Netflix series.

**Juan Aguiriano**  
Group Head of Sustainability

“ Sustainability Essentials is designed to support a sustainable nutrition mindset in Kerry and is a key enabler in bringing to life the integral role sustainability plays in our day-to-day activities.

This has been a truly collaborative effort from many individuals and teams across Kerry, and external partners, I would like to thank our Sustainability and Learning teams for their continued commitment over the past year.

**Claire Davies**  
HR VP Leadership Learning & Talent



“ I loved the interactive nature of the course, dotted with some simple and effective questions that kept you engaged and helped re-enforce the message.

**Sustainability Essentials Participant**

“ Excellent introductory course - highly recommend for all Kerry employees.

**Sustainability Essentials Participant**

“ It's like starting a new Netflix series....I can't wait for the next one!

**Sustainability Essentials Participant**

“ When speaking with friends and family about the corporate goals of Kerry, I will now have a better understanding and ability to explain sustainable nutrition.

**Sustainability Essentials Participant**

“ Love the style of this e-learning - video, quizzes throughout to keep you engaged. Also the length of 20 mins is easy to commit to.

**Sustainability Essentials Participant**