U.S.-BASED WORKFORCE AND 
BOARD COMPOSITION REPORT 
by Race, Gender and Job Category 

Aug. 31, 2014

W.K. KELLOGG FOUNDATION®
WORKFORCE COMPOSITION AND CHANGE OVER TIME
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity
10-Year Comparison (2003/04-2013/14)
W.K. Kellogg Foundation
U.S.-based Workforce Composition
People of Color Staff Representation Trend
10-Year Period (2003/04-2013/2014)
W.K. Kellogg Foundation
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (2003/04-2013/14)

Note: The "Two or More Races" category did not exist in 2003/04 (established as a category by the EEOC in 2007)
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender
10-Year Comparison (2003/04-2013/14)
WORKFORCE COMPOSITION BY JOB CATEGORY
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category as of Aug. 31, 2014

- **Trustees**
  - People of Color: 64% (7)
  - White: 36% (4)

- **Executives**
  - People of Color: 53% (8)
  - White: 47% (7)

- **Directors**
  - People of Color: 67% (30)
  - White: 33% (15)

- **Program Officers & Managers**
  - People of Color: 73% (38)
  - White: 27% (14)

- **Other Exempt Professionals**
  - People of Color: 62% (33)
  - White: 38% (20)

- **Non-Exempt**
  - People of Color: 44% (4)
  - White: 56% (8)
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison (2003/04-2013/14)
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender and Job Category
as of Aug. 31, 2014

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>36% (4)</td>
<td>64% (7)</td>
</tr>
<tr>
<td>Executives</td>
<td>56% (5)</td>
<td>44% (4)</td>
</tr>
<tr>
<td>Directors</td>
<td>60% (9)</td>
<td>40% (6)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>69% (31)</td>
<td>31% (14)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>71% (37)</td>
<td>29% (15)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>83% (44)</td>
<td>17% (9)</td>
</tr>
</tbody>
</table>
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender and Job Category
10-Year Comparison (2003/04-2013/14)
BOARD COMPOSITION
W.K. Kellogg Foundation
Board of Trustees Race/Ethnicity Composition
30-Year Period (1984-2014)

Note: No data is shown for years in which there were no changes. Percentages may not equal 100% due to rounding.
W.K. Kellogg Foundation
Board of Trustees Gender Composition
30-Year Period (1984-2014)

Note: No data is shown for years in which there were no changes
WORKFORCE COMPARISON TO SELECT POPULATION STATISTICS
W.K. Kellogg Foundation
U.S.-based Workforce Compared to Select Population Statistics
by Race/Ethnicity

Note: WKKF US-based staff as of Aug. 31, 2014; population statistics from U.S. Census 2010 data.