WORKFORCE COMPOSITION AND CHANGE OVER TIME
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity
10-Year Comparison (2004/05-2014/15)

- **People of Color**
  - 2004/05: 37 (22%)
  - 2014/15: 82 (45%)

- **White**
  - 2004/05: 129 (78%)
  - 2014/15: 99 (55%)

2004/05 Total=166
2014/15 Total= 181
W.K. Kellogg Foundation
U.S.-based Workforce Composition
People of Color Staff Representation Trend
10-Year Period (2004/05-2014/15)
W.K. Kellogg Foundation
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (2004/05-2014/15)

Note: The "Two or More Races" category did not exist in 2004/05 (established as a category by the EEOC in 2007)
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender
10-Year Comparison (2004/05-2014/15)

Female

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004/05</td>
<td>166</td>
<td>126</td>
<td>40</td>
</tr>
<tr>
<td>2014/15</td>
<td>181</td>
<td>134</td>
<td>47</td>
</tr>
</tbody>
</table>

(76% vs. 24%)
WORKFORCE COMPOSITION BY JOB CATEGORY
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category as of August 31, 2015

Trustees: 56% (5)
Executives: 53% (8)
Directors: 56% (9)
Program Officers & Managers: 71% (32)
Other Exempt Professionals: 25% (14)
Non-Exempt: 38% (19)

People of Color
White

U.S.-based Workforce Representation by Race/Ethnicity and Job Category as of August 31, 2015
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison (2004/05-2014/15)

- People of Color
- White

<table>
<thead>
<tr>
<th>Job Category</th>
<th>2004/05</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>56% (5)</td>
<td>44% (4)</td>
</tr>
<tr>
<td>Executives</td>
<td>44% (4)</td>
<td>56% (5)</td>
</tr>
<tr>
<td>Directors</td>
<td>47% (7)</td>
<td>53% (8)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>44% (7)</td>
<td>54% (13)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>29% (13)</td>
<td>71% (32)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>62% (31)</td>
<td>38% (19)</td>
</tr>
</tbody>
</table>
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender and Job Category
as of August 31, 2015
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender and Job Category
10-Year Comparison (2004/05-2014/15)

- Female
- Male

<table>
<thead>
<tr>
<th>Job Category</th>
<th>2004/05</th>
<th>2014/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>44% (4)</td>
<td>33% (3)</td>
</tr>
<tr>
<td>Executives</td>
<td>67% (10)</td>
<td>55% (6)</td>
</tr>
<tr>
<td>Directors</td>
<td>64% (7)</td>
<td>45% (5)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>56% (9)</td>
<td>44% (7)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>63% (15)</td>
<td>38% (9)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>73% (33)</td>
<td>70% (37)</td>
</tr>
<tr>
<td></td>
<td>75% (41)</td>
<td>75% (41)</td>
</tr>
<tr>
<td></td>
<td>93% (62)</td>
<td>82% (41)</td>
</tr>
</tbody>
</table>
BOARD COMPOSITION
W.K. Kellogg Foundation
Board of Trustees Race/Ethnicity Composition
30-Year Period (1985-2015)

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 (1985-2015)

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 U.S.-based on staff as of 8/31/15; population statistics from U.S. Census 2014 estimated data.