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

Aug. 31, 2017

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 (2006/07-2016/17)

2006/07 Total=170

2016/17 Total=191

People of Color
White

41 (24%)
129 (76%)

91 (48%)
100 (52%)
W.K. Kellogg Foundation
U.S.-based Workforce Composition
People of Color Staff Representation Trend
10-Year Period (2006/07-2016/17)
W.K. Kellogg Foundation
U.S.-based Workforce Composition
by Race/Ethnicity
10-Year Comparison (2006/07-2016/17)

Percentages may not equal 100% due to rounding.

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>2006/07 (Total = 170)</th>
<th>2016/17 (Total = 191)</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>76% (129)</td>
<td></td>
</tr>
<tr>
<td>Black or African American</td>
<td>26% (49)</td>
<td>14% (23)</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>12% (22)</td>
<td></td>
</tr>
<tr>
<td>Asian</td>
<td>5% (8)</td>
<td></td>
</tr>
<tr>
<td>American Indian or Alaskan Native</td>
<td>4% (6)</td>
<td>5% (10)</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>1% (2)</td>
<td>2% (4)</td>
</tr>
</tbody>
</table>

Percentages may not equal 100% due to rounding.
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Gender
10-Year Comparison (2006/07-2016/17)
WORKFORCE COMPOSITION BY JOB CATEGORY
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Race/Ethnicity and Job Category
as of August 31, 2017

Percentages may not equal 100% due to rounding.
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison (2006/07-2016/17)

Percentages may not equal 100% due to rounding.
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Gender and Job Category
as of August 31, 2017

Trustees
Executives
Directors
Program Officers & Managers
Other Exempt Professionals
Non-Exempt

Female
Male

Percentages may not equal 100% due to rounding.
### W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender and Job Category
10-Year Comparison (2006/07-2016/17)

<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>50% (4)</td>
<td>50% (5)</td>
</tr>
<tr>
<td>Directors</td>
<td>45% (5)</td>
<td>55% (6)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>57% (8)</td>
<td>54% (7)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>53% (9)</td>
<td>53% (6)</td>
</tr>
<tr>
<td>Non-Exempt Professionals</td>
<td>73% (22)</td>
<td>73% (41)</td>
</tr>
<tr>
<td>Non-Exempt Professionals</td>
<td>74% (40)</td>
<td>69% (34)</td>
</tr>
<tr>
<td>Total</td>
<td>69% (56)</td>
<td>84% (46)</td>
</tr>
</tbody>
</table>

Percentages may not equal 100% due to rounding.
BOARD COMPOSITION
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

Note: No data is shown for years in which there were no changes. Percentages may not equal 100% due to rounding.
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 on staff as of 8/31/17; population statistics from U.S. Census 2016 estimated data. Percentages may not equal 100% due to rounding.