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

Aug. 31, 2016
WORKFORCE COMPOSITION AND CHANGE OVER TIME
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Race/Ethnicity
10-Year Comparison (2005/06-2015/16)

2005/06 Total=165

- People of Color: 38 (22%)
- White: 127 (78%)

2015/16 Total=188

- People of Color: 85 (45%)
- White: 103 (55%)
W.K. Kellogg Foundation
U.S.-based Workforce Composition
People of Color Staff Representation Trend
10-Year Period (2005/06-2015/16)
W.K. Kellogg Foundation
U.S.-based Workforce Composition
by Race/Ethnicity
10-Year Comparison (2005/06-2015/16)

2005/06 (Total = 165)
2015/16 (Total = 188)

Note: The "Two or More Races" category did not exist in 2005/06 (established as a category by the EEOC in 2007)
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Gender
10-Year Comparison (2005/06-2015/16)
WORKFORCE COMPOSITION BY JOB CATEGORY
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Race/Ethnicity and Job Category
as of August 31, 2016

<table>
<thead>
<tr>
<th>Position</th>
<th>People of Color</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>60% (6)</td>
<td></td>
</tr>
<tr>
<td>Executives</td>
<td>57% (8)</td>
<td></td>
</tr>
<tr>
<td>Directors</td>
<td>53% (9)</td>
<td></td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>67% (33)</td>
<td></td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>29% (17)</td>
<td>71% (42)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>37% (18)</td>
<td>63% (31)</td>
</tr>
</tbody>
</table>
W.K. Kellogg Foundation
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison (2005/06-2015/16)

People of Color
White
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Gender and Job Category
as of August 31, 2016

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>Executives</td>
<td>57%</td>
<td>43%</td>
</tr>
<tr>
<td>Directors</td>
<td>65%</td>
<td>35%</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>69%</td>
<td>31%</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>80%</td>
<td>20%</td>
</tr>
</tbody>
</table>
W.K. Kellogg Foundation
U.S.-based Workforce Representation
by Gender and Job Category
10-Year Comparison (2005/06-2015/16)
W.K. Kellogg Foundation
Board of Trustees Race/Ethnicity Composition
30-Year Period (1986-2016)

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 (1986-2016)

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 on staff as of 8/31/16; population statistics from U.S. Census 2015 estimated data.