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

Aug. 31, 2020
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison: 8/31/10 - 8/31/20

Ten Years Prior Total = 132
Current Year Total = 210

- People of Color:
  - Ten Years Prior: 43 (33%)
  - Current Year: 98 (47%)

- White:
  - Ten Years Prior: 89 (67%)
  - Current Year: 112 (53%)
U.S.-based Workforce
People of Color Staff Representation Trend
10-Year Period 8/31/10 - 8/31/20

- 2008/09: 26%
- 2009/10: 32%
- 2010/2011: 34%
- 2011/2012: 35%
- 2012/2013: 40%
- 2013/2014: 44%
- 2014/2015: 45%
- 2015/2016: 45%
- 2016/2017: 48%
- 2017/2018: 44%
- 2018/2019: 45%
- 2019/2020: 47%
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (8/31/10 - 8/31/20)

- American Indian/Alaskan Native: 2% (2009/2010), 2% (2019/2020)
- Black or African American: 18% (2009/2010), 23% (2019/2020)
- Hispanic or Latino: 5% (2009/2010), 12% (2019/2020)
- Two or More Races: 2% (2009/2010), 3% (2019/2020)

2009/2010
2019/2020

Percentage
Numbers in parentheses
U.S.-based Workforce Composition by Gender
10-Year Comparison: 8/31/10 - 8/31/20

Ten Years Prior Total = 132
Current Year Total = 210
WORKFORCE COMPOSITION
BY JOB CATEGORY
U.S.-based Workforce Composition by Race/Ethnicity and Job Category as of August 31, 2020

- **Executives**: 58% (7) People of Color, 42% (5) White
- **Directors**: 58% (11) People of Color, 42% (8) White
- **Program Officers & Managers**: 41% (25) People of Color, 59% (36) White
- **Other Exempt Professionals**: 48% (28) People of Color, 52% (30) White
- **Non-Exempt**: 68% (41) People of Color, 32% (19) White
U.S.-based Workforce Composition by Gender and Job Category as of August 31, 2020

- Executives: 58% (7) Female, 42% (5) Male
- Directors: 58% (11) Female, 42% (8) Male
- Program Officers & Managers: 75% (46) Female, 25% (15) Male
- Other Exempt Professionals: 73% (44) Female, 27% (16) Male
- Non-Exempt: 91% (53) Female, 9% (5) Male
<table>
<thead>
<tr>
<th>Job Category</th>
<th>Ten Years Prior Female</th>
<th>Current Year Female</th>
<th>Ten Years Prior Male</th>
<th>Current Year Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>44% (4)</td>
<td>58% (7)</td>
<td>50% (7)</td>
<td>58% (11)</td>
</tr>
<tr>
<td>Directors</td>
<td>76% (13)</td>
<td>75% (46)</td>
<td>24% (4)</td>
<td>25% (15)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>73% (35)</td>
<td>73% (44)</td>
<td>27% (13)</td>
<td>27% (16)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>91% (40)</td>
<td>91% (53)</td>
<td>9% (4)</td>
<td>9% (5)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BOARD COMPOSITION
Board of Trustees Composition by Race/Ethnicity
30-Year Period (1990 - 2020)

Note: No data is shown for years in which there were no changes. Percentages may not equal 100 due to rounding.
Note: No data is shown for years in which there were no changes to board composition. Percentages may not equal 100 due to rounding.
WORKFORCE COMPARISON TO SELECT POPULATION STATISTICS
U.S.-based Workforce Compared to Select US Population Statistics by Race/Ethnicity

<table>
<thead>
<tr>
<th>Category</th>
<th>People of Color</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>67%</td>
<td>25%</td>
</tr>
<tr>
<td>Executives</td>
<td>42%</td>
<td>58%</td>
</tr>
<tr>
<td>Directors</td>
<td>42%</td>
<td>59%</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>58%</td>
<td>68%</td>
</tr>
<tr>
<td>Total WKKF Staff and Trustees</td>
<td>52%</td>
<td>48%</td>
</tr>
<tr>
<td>Michigan</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Calhoun Co.</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Kalamazoo Co.</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Kent Co.</td>
<td>27%</td>
<td>73%</td>
</tr>
<tr>
<td>Wayne Co.</td>
<td>51%</td>
<td>49%</td>
</tr>
<tr>
<td>New Mexico</td>
<td>63%</td>
<td>37%</td>
</tr>
<tr>
<td>Mississippi</td>
<td>69%</td>
<td>56%</td>
</tr>
<tr>
<td>New Orleans</td>
<td>60%</td>
<td>31%</td>
</tr>
<tr>
<td>Total US Population</td>
<td>40%</td>
<td>60%</td>
</tr>
</tbody>
</table>

Note: WKKF data as of 8/31/20; population statistics from U.S. Census Bureau 2019 estimated data.