

# FEATURES

2019



DIVERSITY AND INCLUSION ANNUAL REPORT

# FEATURES

2019 ANNUAL REPORT

- Introduction
  - A Message from Our Chairman and Chief Executive Officer
  - A Message from Our VP of Talent and Chief Diversity Officer
  - A Message from Our Senior VP of Global Human Resources
  - Diversity Snapshot
  - Awards and Recognitions
  - D&I Team
- Supplier Diversity
- D&I Champions
- Marketplace
- Workplace
- Community
- Business Employee Resource Groups

[Click on the theme to visit the article](#)



# A Message from Our **Chairman & CEO**

**Welcome to Features**, Kellogg Company's annual publication highlighting our Diversity and Inclusion (D&I) efforts and accomplishments.

Kellogg is a company with heart and soul, driven by a diverse and inclusive community of passionate people who are making a difference throughout the world.

Our visionary founder, W.K. Kellogg, instilled in us the understanding that doing good for society is a critical part of running a good business. That's why we've always worked hard to make sure that our company and business practices deliver benefits to people, our communities and the planet.

Our greatest strength lies in the many diverse and passionate colleagues across the globe. We continue to grow our business through our Deploy for Growth business strategy. Within this framework, people must be our competitive advantage. By empowering a workforce to be our authentic selves, we can do our best work, be more creative and achieve our potential – which is good for all of us and good for business.

As you read the many examples of D&I at work in this report, you'll see how a diverse and inclusive environment is an inherent part of our K Values and how our employees reflect our diverse customer and consumer base. By focusing on diversity, we've built a culture where everyone feels inspired to bring their best ideas and talents to the table.

I'm proud that Kellogg is recognized today as a leader in our D&I efforts. Kellogg was named a Top 50 Company for Diversity by Diversity Inc, and we achieved a perfect 100% score on the Human Rights Campaign's Corporate Equality Index. For all of us at Kellogg, D&I is more than simply "the right thing to do." D&I is one of our founding principles and creates a competitive advantage for our company. By fostering diversity throughout our organization and supplier base, we will achieve our vision to "Enrich and delight the world through foods and brands that matter."

Sincerely,  
Steve Cahillane  
Chairman and Chief Executive Officer



**Steve Cahillane**

Chairman and Chief Executive Officer

## A Message from Our **VP of Talent and Chief Diversity Officer**

**As a new Kellogg employee,** I have experienced the culture of respect and inclusion firsthand from the moment I walked through the door. Our leaders are truly willing to listen, our differences are embraced in the workplace, and everyone strives for inclusion – in meetings, in the community, and among one another.

As you read this edition of Features, you'll understand that diversity and inclusion (D&I) is a top priority here, and how we celebrate the opportunity to shape our own D&I destiny going forward. There are many examples around the world of how we are connecting the culture and talents we have here at Kellogg to drive our Diversity & Inclusion strategy.

For example, this year, Kellogg for the first time participated in the Women's Business Enterprise National Council's Student Entrepreneur Program, which matches mentors from Fortune 500 companies with student entrepreneurs to grow the next generation of women-owned businesses. We also became one of the first companies to join the Mexican government's Jóvenes Construyendo el Futuro (JCF), or "Youth Building the Future" program – helping to create pathways for disadvantaged youth. In Pakistan, we commemorated Ramadan values and the concept of Sadaqah sharing with our "Sadaqah Ready Pack"; and in our Valls Spain plant, we continued to strengthen our partnership with Fundación Ginac, a local nonprofit, to provide employment for local people with physical and mental disabilities.

We want to be a company that nourishes the world, in every way possible. My vision is for Kellogg to be at the forefront of diversity in the marketplace, reflecting our consumers and our brand.

More than ever, we want to amplify what makes Kellogg a great place to work, and a great place of belonging. If you have feedback, or an idea to share, please share with us via [diversity.inclusion@kellogg.com](mailto:diversity.inclusion@kellogg.com).

Thanks to all for your continued commitment to Diversity & Inclusion at Kellogg.

Priscilla Koranteng

VP of Talent and Chief Diversity Officer

## A Message from Our **Senior VP of Global Human Resources**

**Kellogg is more than a business.** We are a company with heart and soul, driven by a diverse and inclusive community of passionate people making a difference. We're proud to celebrate this 10th edition of Features and a decade of highlighting the many efforts and accomplishments of our colleagues from around the world.

At Kellogg, we firmly believe in equity and inclusion in the workplace, marketplace and in the communities where we work and live. However, this isn't new. More than a century ago, our founder, W.K. Kellogg, was a pioneer in employing women in the workplace and reaching across cultural boundaries. Today, this commitment is reflected in all of our human resources practices including hiring, career development, performance management, employee benefits, rewards and recognition.

Now, more than 100 years later, we continue to make Diversity and Inclusion (D&I) a top priority. Our ongoing efforts to have an open, inclusive environment where everyone's ideas, views and perspectives are sought and valued, is the cornerstone of our company's commitment to D&I.

Throughout our rich and proud history, we have made significant strides toward the more equitable inclusion of people of all backgrounds. Our goal is to reflect the diversity of our consumers throughout our company.

Globally, we continue our efforts to create a culture that fosters a diverse and inclusive environment in which all our people are empowered to achieve their full potential and feel a sense of belonging.

We have done much to achieve this objective, and we are firmly committed to making continued progress.

Melissa Howell

Senior VP of Global Human Resources

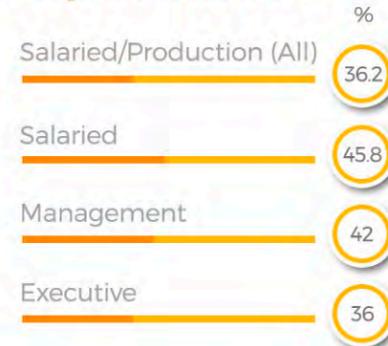


# Diversity Snapshot

## Workforce Representation



### Global Female Representation



### U.S. Minorities



### U.S. Veteran



### U.S. Employees



## Supporting Diverse Suppliers

In 2018, we attained 8.31% of our total North American spend with 149 certified diverse suppliers, which equates to

# \$467 million.<sup>2</sup>

## Diversity Related Philanthropy

In 2018, **more than 91%** of our cash & in-kind contribution from Kellogg Company and its charitable funds were given either to organizations that serve people in need (e.g. Feeding America, United Way) or to diversity-specific organizations.

# D&I Team



Luis S.



Priscilla Koranteng



Shaughn K.

# Awards & Recognitions



<sup>1</sup> Data as of Q3 2019 unless otherwise noted

<sup>2</sup> While we attained record percent of spend and dollars in 2018, we recognize that the divestiture of Keebler and other product lines will impact our 2019 and beyond results.

## Kellogg Executives Help Female Entrepreneurs Go Further

Supplier diversity is an important part of The Kellogg Company and its Diversity & Inclusion efforts. One of the organizations that has played an integral role in expanding Kellogg's supplier base is the Women's Business Enterprise National Council (WBENC).

Kellogg has had a long relationship with WBENC, which provides a supplier database and certification of female-owned businesses. Kellogg supports the organization on the regional, national and international levels with board membership, sponsorships, and engagement through webinars, panels, business fairs and networking.

For the first time, in 2019, Kellogg participated in WBENC's Student Entrepreneur Program, which matches mentors from Fortune 500 companies with student entrepreneurs to grow the next generation of women-owned businesses.

As part of the program, Shelly Van Treeck, Chief Procurement Officer, and Kelly Tobey, VP Procurement - Raw Materials, along with Supplier Diversity and several other Kellogg colleagues, teamed up to mentor Jamie Kim. Jamie is an entrepreneur who started a gourmet granola business while finishing her degree in Hotel Administration at Cornell University. Jamie's company, called bumble & butter, makes unexpected granola combinations, like rosemary and sharp cheddar and sweet potato and truffle, using sustainable and locally-sourced ingredients.

*"I was lucky to be matched with Kellogg because they are so relevant to my industry," said Jamie. "Kellogg really helped me to see the big picture and how everything fit together."*

The young entrepreneur worked with Shelly and Kelly on a pitch competition at WBENC's National Conference to win seed funding. They also discussed specific business issues, like scaling up procurement while staying sustainable.

While Jamie ultimately did not win the WBENC competition, everyone involved still feels the collaboration was a success. After graduating from Cornell in the spring, Jamie is focusing on bumble & butter full-time, has moved into a commercial kitchen, identified new co-packers, and is now selling in a local Whole Foods store.

*Shelly and Kelly said the experience was equally fulfilling for them, too. "It's an honor to be chosen and share the expertise that I have," said Kelly. "It was a way to give back. I've had a lot of people mentor me along the way."*

*"It's not too often when you sit in the corporate world to get to do this externally," said Shelly. "And then to do it with someone who is a true entrepreneur, on that ground floor - I got a lot of inspiration. Her ideas are fresh and there are no obstacles or biases that come into her way of thinking."*

For both Shelly and Kelly, inspiring women like Jamie represent the future of Kellogg, and the wider industry.

*"We have our programs internally, but we have to walk the walk externally, as well," said Kelly. "Who knows, maybe one day she'll be an ingredient supplier to us, so we should be investing in her success."*

## Meet some of our Diverse Suppliers





**Celia R.**  
Diversity Champion in Kellogg  
**Latin America Region**

For Celia R., lessons on the importance of Diversity & Inclusion started young, as the daughter of a dedicated English teacher.

*"From an early age, I learned that everyone can have the opportunity to make a difference," she said. "But we have to include everyone to make all the difference we can."*

Those early lessons have come in handy now that Celia, Corporate Affairs Supervisor and this year's KLA D&I Champion, is helping to lead the integration of Kellogg and Parati, a Brazilian food company acquired in 2016.

*"We needed to be able to combine the best of both companies to create one unified culture. We also needed to engage our leaders to understand the important role they have in supporting the acquisition," Celia said.*

In addition to our communication strategy, keeping all employees updated on changes was a crucial part of the transition. As part of this integration, 3,400 Parati employees were also trained in our company's K Values.

But Celia adds that it is important to not only talk the talk, but also walk the walk of D&I.

*"To talk about D&I and how all people are welcome is not always enough. We need to treat them as well as we can, put ourselves in their shoes and open our doors to new opportunities, to give people different choices and learn from them," she said.*

While Kellogg's Brazil offices are working to expand their roster of D&I programs, Celia notes progress is already being felt. This year, Kellogg's Brazil invited women across the company to watch the Balance for Better event, a celebration of Women of Kellogg's (WOK) 5th anniversary, broadcast live from Querétaro, Mexico. The event struck a chord in a country where women still face many barriers to equality.

*"It is something different for women here from São Lourenço do Oeste to watch the SVP & President of KLA talking about gender equality and seeing that a woman is there, fighting to empower other women in the company," Celia said.*

Now, Celia and her team are continuing to push forward on D&I efforts and have plans underway to strengthen the presence of B/ERGs like WOK across Kellogg in Brazil.

*"I know we have a long way to go," Celia said. "But, as a millennial, I think by living the values of integrity and respect, we will naturally become more inclusive and more diverse. We must see others and their values in order to learn more and do more as a company."*

**Carey H.**  
Diversity Champion in Kellogg  
**North America Region**

As Sr. Director of Sales, KNA, Carey wears many hats at Kellogg. But one role that has been especially rewarding has been his active involvement in many aspects of D&I. This includes his efforts to expand diversity in the recruiting pipeline through partnerships with select universities and diversity organizations like the Thurgood Marshall College Fund.

*"It's truly a passion," said Carey, this year's KNA D&I Champion. "It is rewarding to see the exceptional talent that our campus teams recruit to join our robust summer intern program, and then even more fulfilling seeing many of these students transition to high performing full-time employees with the company," he added.*

By helping to build a more diverse workforce from the ground up, Carey believes Kellogg can cultivate the future leaders the organization needs to meet the business trials of tomorrow.

*"D&I challenges the organization to ideate, respond, and execute differently to meet the needs of the diverse customers and consumers we serve," he said. "It is essential for hiring managers aiming to fill open roles, to pursue candidates that not only fill gaps in capabilities but also existing gaps in perspectives."*

Carey's commitment to D&I goes well beyond just recruiting for diverse backgrounds. He is one of five people in the KNA region trained as a facilitator for unconscious bias training and has been a dedicated advocate for D&I across North America. Carey also proudly serves as co-chair for the PDC3 (People Development Committee), which is responsible for developing strategies that support the growth and development of senior level sales roles. Diversity is a key component of the many strategies deployed by the PDC3.



For Carey, these D&I efforts collectively have the power to impact the entire business.

*"Diversity & Inclusion is critical to the success of any organization," he said. "In fact, I view Diversity & Inclusion as a strategic business imperative in which all employees' differences are welcomed, valued, and considered a competitive advantage."*



## Zuleikha C.

Diversity Champion in Kellogg

Europe Region



Zuleikha K., this year's D&I champion for KEU and a Project Management Officer in Manchester City's I.T. department, has always been passionate about diversity issues. It is a trait she ascribes, at least in part, to her own personal background. *"I grew up with diversity around me and have met lots of people from varying backgrounds and experiences," she said. "Additionally, I'm an ethnic minority and a woman and have felt some of the pain points around lack of inclusion due to this."*

That life experience, including an early focus on social responsibility from her elder sisters, has helped her champion D&I values in all aspects of her work at Kellogg. Encouraged by a manager, she first became involved in Kellogg D&I programs about two years ago. Since then, she has organized an unconscious bias training session for her department, worked with students with visual impairments to make Kellogg a more accessible product, and is a member of the K-Pride & Allies B/ERG. She also leverages flexible working policies to free up her Fridays for volunteer work with an NGO that supports refugees.

But for Zuleikha, the true power of D&I goes beyond the typical narrative of hiring for diverse backgrounds or supporting nonprofits. Instead, she says, D&I is something that can improve the workplace for everyone.

*"D&I is about building more flexible and nurturing structures that allow people to be their best," she said. "There is so much that people can offer, and sometimes our structures at work are better at putting people in boxes than bringing out the best they have to give."*

While Zuleikha may go above and beyond the call of duty to support D&I, she has encouraging advice for those looking to get more involved.

*"Find something that you love to do, a skill or talent and get support from your managers," she noted. "I've been very lucky in that I've had very good managers here. Speaking from experience from working at past companies, I've never had this kind of support at other companies."*



## Belinda Tumbers

Diversity Champion in Kellogg

AMEA Region

Belinda Tumbers, Managing Director, Kellogg AMEA Snacks, is a rare breed amongst her peers. Not only was she the first female Managing Director in Kellogg's 90-year history in Australia, she also had an improbable start on her journey to the executive suite. She started out as a receptionist at an advertising agency and after rising through the ranks, was eventually headhunted by Kellogg to join their marketing team. She has spent the last 20 years at Kellogg, in various positions and locations around the world.

In addition to her current role of expanding the snacking market in Asia, Pacific, Middle East and Africa, Belinda is dedicated to helping more women move up the career ladder. Approximately 12% of CEOs in the fast moving Consumer Goods industry today are female, leaving plenty of opportunity for more diverse representation in these key leadership roles.

*"I am a very driven person and I love seeing our business do well. What drives me equally is being a role model to women who aspire to take on more senior leadership roles. Being able to give other women someone they can look up to is what makes me do what I do every day," said Belinda. She was recently on the EY Women In Leadership Steering committee in Australia and in 2017, Belinda was presented the New South Wales Telstra Business Woman of the Year award.*

Her leadership style is focused on creating the right conditions to help employees feel heard, as well as being unafraid to take risks. *"I have a fundamental policy of open and transparent leadership," Belinda said. "I operate with an open door because I think it's very important that people feel they can come forward and share ideas or business concerns. I also feel that businesses thrive when boundaries are pushed and people challenge the status quo and conventional norms. I live by the saying, 'get comfortable being uncomfortable,' as this pushes you into new territories and ensures you are always growing."*

Her diversity efforts have begun to show results. Whilst Managing Director in Australia, management roles shifted from 90% male to a 50/50 split along gender lines, with greater age diversity. Under Belinda's leadership, more women were promoted to positions of leadership, and ethnic diversity also increased in the business unit.

Now entering her third decade at Kellogg, Belinda shows no signs of stopping. *"It's important to continue pushing the equality agenda, to get more women into senior roles so they can make a bigger contribution. We need to provide them with a platform to be seen and heard and the rest will take care of itself" she said.*

## Brainstorming Games Create Change

At Kellogg, we all have a competitive spirit. This was definitely the case for the employees who participated in KUBIC LA, an online brainstorming game that fosters collaboration and diverse thinking to surface the best ideas on cost-saving measures.

Gabriela V., KLA Cost Innovation Procurement Sr. Manager, and her team first heard about the brainstorming game after one of her colleagues was asked to participate in the KAP regional version. Mirtha C., Cost Innovation Sr. Head, ended up winning that game, even though she was based far away from the Asia Pacific region. This led the team to think about how having that “outsider’s perspective” might be leveraged in Latin America’s offices, too.

*“We were very happy that KLA won the prize in another region,” said Gabriela. “It has proven to work for Kellogg in other regions, so we wanted to try out the platform to generate new and different ideas for cost savings.”*



The KUBIC game, which uses the same platform run in other regions, focused on end-to-end cost savings ideas. Over a five-week period, any KLA employee, using an anonymous nickname, could submit any idea to the platform. Participants can comment on other submissions, and earn points by attracting votes for their ideas.

By keeping identities hidden, participants feel safe to submit their ideas in a judgement-free and creative environment. *“We didn’t want any bias to come in depending on what part of the company you are in,” explained Eduardo A., KLA Savings Sr. Head.*

The underlying idea behind the game is that good ideas can come from anywhere. This was proven by the winner of KUBIC LA, who works in the sales department, not supply chain management.

*“The fact that we have a winner from a different department is very motivating for us,” said Gabriela. “We think this is one of the best examples to support Diversity & Inclusion.”*

Besides the overall winner – who gets a four-day, all expenses paid beach vacation – there are 45 ideas, out of 452 total, that the KLA team will be pursuing. There are already plans underway to repeat KUBIC LA in 2020, and roll out a separate version to Kellogg Brazil.

*“In previous ideations sessions, it was the same people, in the same areas,” added Gabriela. “With this kind of platform, we have the added value of including different people with different perspectives in the ideation process to yield exceptional ideas.”*

## Inspiring Young Influencers Lead Kashi Toward the Next Generation

Millennials today often get the most focus in the world of consumer marketing. But it’s the post-Millennial generation – Gen Z – that has captured the attention of Kellogg’s Kashi brand managers. Diverse, connected, aware, socially and politically engaged, Gen Z’ers are set to be a major cultural and market force.

In 2018, Kashi began a collaborative partnership with a group of accomplished Gen Z’ers who share the brand’s passion for creating nutritious, delicious food and who have shown strong leadership in health, fitness and environmental activism. Together, Kashi and the kids, referred to as the Kids Crew, developed the Kashi by Kids line of healthy, ready-to-eat cereals and snacks.

*“Kellogg Company founder, W.K. Kellogg, was a passionate advocate for the importance of kids’ wellbeing. Our range of cereal and snacks takes this a step further by empowering kids to guide the taste, nutrition and positive benefits of the food we make,” said Jeanne W., Marketing Director of Kashi. “We saw this as an opportunity. It’s really important that we don’t just look to adults to encourage their kids to live more healthfully.”*

The Kashi by Kids cereals include tasty flavors like Berry Crumble, Honey Cinnamon and Cocoa Crisp, and are made with unexpected, and nutritious, organic ingredients, including “superfoods” like chickpeas, lentils and purple corn. The cereals all contain at least 18 grams of whole grains, three grams of fiber and nine grams or less of sugar per serving.

Jeanne said the Kids Crew placed a high priority on environmental sustainability and healthy, affordable offerings – principles that have always been baked in to Kashi’s brand. *“They feel that organic and Fair Trade ingredients have to be embedded in what we do, and we see eye to eye with them on that,” she said. “That’s important to the kids – they are about equality of food for everyone.”*

But the Gen Z collaborators, who ranged in age from 12 to 16, also pushed Kashi to think differently about what they were creating, from flavor combinations to cereal shapes and packaging. *“They gave us license to be more creative than we would have otherwise,” Jeanne said.*

Since the initial Kashi by Kids cereal and snacks launch, the team continues to co-create products with the Kids Crew. Jeanne says they provide valuable input to capture the thinking of Gen Z and the collaboration has already made a lasting impact on the Kashi team.

*“You’ll hear from anyone on the team that these kids humble us, because they’ve done so much good, already in their lifetime,” she said. “Our goal is to create a brand that contributes to making the world better place. With this talented Kids Crew, we feel confident we can get there.”*



## Dragon's Den Competition Fires Up Growth with Cross-Functional Collaboration

Every year, the Leadership Summit brings together Kellogg's most senior leaders across the European region to discuss business strategy and key initiatives for the coming year. The focus of the event was on "igniting growth" through agility and unleashing the power of cross-functional teams to drive top-line incremental growth across Europe.

In addition to these goals, the Summit organizing team also wanted to inject a sense of fun and inclusivity into the event.

*"Our aspiration was to leverage the collective and diverse brain power of our leaders by getting them to think more creatively and with more agility to amplify our big opportunities in the region," said Steph Atkinson, Project lead for the Agility Power Team, KEU.*

Steph and the Agility Power Team took inspiration from the popular TV show, Dragon's Den, where entrepreneurs pitch their business ideas to a panel of discerning investors. For the Kellogg version, Leadership Summit participants were divided into cross-functional teams and given a month before the event to come up with ideas for incremental growth within four broad categories.

*"The 'ask' was that they tap into the talents and creativity of each team member to come up with inspired ideas. We wanted ideas to be incremental and implementable because our commitment was to make the winning idea a reality," said Steph.*

The results, says Sinead C., another leader in the power team, exceeded expectations.

*"By leveraging diversity of thinking and bringing together different functions and nationalities, and harnessing their competitive edge and creativity, we managed to identify ideas to ignite our growth," said Sinead. "Diversity of thinking was a real booster to team performance. We saw high levels of engagement and creative tension, in a positive sense, and a hunger to come up with a winning idea."*

The winning team, working on the Direct-to-Consumer category, presented ideas on how to leverage insights on the Happy Inside product line and the gut microbiome to promote sustainable growth. But all finalists walked away winners, as the European Leadership Team asked each team lead to work on making their ideas a reality outside of the Dragon's Den.

*"Our experience of truly harnessing the diversity of our organization at the Leadership Summit is proof that D&I can and will make a difference to your organizational energy and bottom line," added Sinead.*



## Kellogg's Pakistan Ties the Pringles Experience to Ramadan Values

Every year, the holy month of Ramadan congregates millions of Muslims around the world on prayer, introspection and fasting. Food makes up an important part of Ramadan through fast-breaking meals and Eid celebrations, the holiday marking the end of Ramadan.

The concept of Sadaqah, described as acts of charitable giving done out of compassion or love, is also an integral part of the Eid and Ramadan spirit.

At Kellogg's Pakistan, Avik S., Sr. Commercial Manager (South Asia), saw an opportunity to link the concept of Sadaqah to Pringles. He created the world's first "Sadaqah Ready Pack" that included a greeting card and two packs of Pringles in special packaging. The campaign differed from other brands' Ramadan marketing in that it was themed around the act of sharing, rather than just gifting.

*"Pringles as a brand stands for sharing and fun," he said. "The concept of Sadaqah at its core also is about 'sharing'."*

The campaign was a huge success, quadrupling sales, compared to 2017, in over 90 stores in five major cities in Pakistan. The team also earned three advertising awards for Sadaqah campaign.

*"However," said Avik, "the larger reward for us was the fact that people saw us as being a part of their culture and they accepted us more than ever."*

Following the success of the Sadaqah campaign, the Pringles team will continue to think of new ways to gain more relevance in developing countries in the region, like Pakistan and Bangladesh.

*"True inclusion comes when as a brand, we are able to speak to all our audiences in their own language," said Avik. "And diversity comes when we are able to do that anywhere in the globe and be as relevant to all."*



## Kellogg Mexico Opens New Doors for Disadvantaged Youth

In Mexico, an estimated 2.6 million young people between the ages of 18 and 29 lack the opportunity to go to school or secure steady work. This leaves a huge opportunity for companies like Kellogg to create pathways for disadvantaged youth, who might otherwise be forced into organized crime, instead of rewarding and stable careers.

In 2019, Kellogg became one of the first companies to join the Mexican government's Jóvenes Construyendo el Futuro (JCF), or "Youth Building the Future" program. The program consists of 12 months of training within a company, with the opportunity to be hired during or after the training period. Kellogg plans to recruit close to 40 JCF participants into roles in the sales, administration or warehouse business units by the end of the year.

*"History tells us that people with this background were being relegated to certain positions in other companies just because they didn't have the right background," said Aldo C. Regional Customer Development Sr. Manager. "I'm a young person myself and I'm sure that these young people deserve the opportunity to have a space in companies like Kellogg."*

The program has made a significant impact on diversity with the participating business units. For example the Jóvenes hires in Aldo's business unit, which was 80% males with an average age of 28, are mostly women under the age of 25.



*"It's been a hit of reality," Aldo said of the program. "Maybe we sometimes forget about other people when we are at the office."*

The increase in diversity has also impacted the business by bringing new ideas to the table. *"With the knowledge and perspective from people who live in different circumstances than some of us, we can also expand how we think about where to sell our product," said Aldo.*

The Young Professionals B/ERG played a crucial role in orchestrating the program and onboarding new hires with thoughtful communication materials. *"When we designed the materials for the JCF program, we never lost sight of our main goal, which was to give them a heartwarming welcome that could make them feel just as we felt on our first day in the company," Aldo added. "We wanted them to know they are part of our Kellogg Family now."*

*"It's going to transform this organization in more inclusive ways and a better place to work for them."*



## #LifeAtK Uses the Power of Storytelling to Support Diverse Recruitment

Just as every person has a story to tell, so does every company. Kellogg's diverse workforce has helped create a collaborative and unique company culture with its own story of progress, change, and perseverance. However, many inspiring stories from within Kellogg fail to reach an outside audience.

Rex P, Employer Brand Manager, focuses on finding new ways to better tell Kellogg's Diversity & Inclusion story through those that know it best – the people of Kellogg.

Rex, who first started with the company as a student intern, and his team run the [#LifeAtK blog](#) for the Kellogg Careers website. The blog features personal narratives and interviews from Kellogg employees across the globe. The blog, which launched earlier this year, has included many stories that showcase the company's Diversity & Inclusion efforts in an authentic way. These inside glimpses, says Rex, allow people to get a closer look at Kellogg's culture.

*"People really want to know what it is like to work within a company," said Rex. "They want to know that they will work with people that care about the same things they care about."*

Past stories on the blog include an interview with the co-chairs of the Kellogg African-American Resource Group, the journey of creating the first Down Syndrome Talent Show in West Michigan, and a story by a member of the corporate writing team on how she rose above hearing and visual disabilities.

With the help of our Business Employee Resource Groups and other internal teams, Rex and his team have been working throughout the year to collect stories that represent a variety of backgrounds, career functions and locations. He says that by casting a wide net, the range of stories paint a genuine and exciting picture of Kellogg.

*"Not every #LifeAtK blog will resonate with everyone," he said. "But our vision is that each story will be different from the last to help talent realize the diversity of our company and culture."*

"We need people with all sorts of perspectives," Rex said. "We know that companies that are more diverse are more profitable. We believe that storytelling will ultimately help an outside audience see our company as a place of inclusivity and belonging."

## Employee Group in Wales Blends Diversity & Inclusion with Wellness Initiatives



Diversity & Inclusion can mean many different things to different people. At the Wrexham plant in North Wales, employees started a grassroots Diversity & Inclusion group with a unique twist – a focus on well-being, particularly mental health awareness.

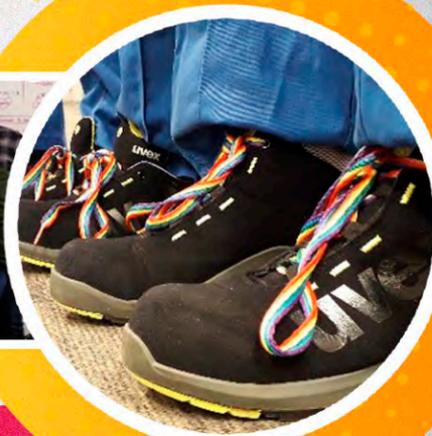
The group, known as F.R.E.D.A.H., which stands for Fairness, Respect, Equality, Diversity, All (inclusion) and Health & Well-being, began in November of 2019 when Adele P., HR Manager, and her team issued a call for volunteers for a diversity, inclusion & well-being group.

*“From a society perspective, the time is right. The time is now so let’s do it, we thought” said Adele.*

The move was very well received, and the first meeting attracted 20 attendees. While people were motivated to join by many different factors – from a passion for diversity issues to a desire to make new friends – a concern for mental illness emerged as a recurring theme. Through group consensus, F.R.E.D.A.H. ultimately decided to focus on promoting all types of diversity, beginning with a focus on gender diversity and LGBTQ+, while always keeping mental health as a priority focus.

Since the first meeting F.R.E.D.A.H. members have organized events for Women’s Day and Pride month, hosted guest speakers and participated in a training by Stonewall, an advocate group focused on LGBTQ+ equality that also provided valuable insight on running D&I initiatives at the plant. F.R.E.D.A.H. also recently trained a volunteer “mental health first aid” team that can help people facing difficulties find appropriate resources. While D&I and well-being initiatives are often siloed within companies, the success of the F.R.E.D.A.H. group has shown that there is a common thread between the two: helping people feel like they can bring their whole selves to work, no matter what is going on in their lives.

*“The collective aim of the group is to ensure our people feel that they can fully be themselves at work, instead of feeling like they are in a straightjacket just by having to fit in,” said Adele. “It’s the group’s view that if you can give people this belief; they will be able to bring more of themselves – their ideas, their insights and engagement, which will benefit them as individuals and also the business as a whole. That’s the type of place we want the Wrexham Plant to be, and why what F.R.E.D.A.H. is doing is so important for our future”.*



## Kellogg ANZ Gets Flexible with Work Arrangements

Flexible work arrangements, once unheard of, have changed how people around the world get the job done. But sometimes, ironically, flexible work arrangements can lack a key ingredient – flexibility.

When Corinne Z., Culture & Capability Business Partner, and Mark H, HR Manager - Commercial Services, were crafting the K-Flex strategy, flexibility within the program was a top priority. Under the program, employees can access from four flexibility components: schedule, location, job sharing or part-time and additional leave time, including ‘being at your best’ days and flex-public holidays, where employees can choose to swap a non-traditional public holiday for one that is more meaningful to them and their families.

*“Flexibility is no longer the future of work; it is the norm and expectation for candidates,” said Corinne.* More than half of the job applicants are now asking Kellogg recruiters about flexible work options.

Talent attraction and retention is a crucial motivator for the K-Flex strategy. But Diversity & Inclusion is also baked in to the program. *“Flexible working arrangements can play a key role in creating a workforce that’s as diverse as our customer base,” Corinne added.*

She also notes that flexible work needs tend to differ across generational lines, with Millennials seeking better work / life balance and Gen Xers focused on balancing work with family obligations. Baby Boomers, meanwhile, are eager to stay engaged in the office, though not always in the traditional 9-to-5 schedule.

*“We acknowledged that we all work at our best differently and that flexibility in the way we work leads to increased employee engagement, well-being and productivity,” she said.*



The program has been very well-received among employees. Since the program’s inception, several employees have requested and been approved for flexible work arrangement. Turnover rates have decreased by 27 percent and absenteeism has dropped by 20 percent since the program rollout.

While these early successes are encouraging, Corinne says the ANZ team is committed to continually evolving the K-Flex strategy to ensure that it meets the needs of employees and managers. The Kellogg’s ANZ team drives K-Flex participation with ongoing manager refresher programs, sharing examples of how people are utilizing flex working programs and celebrating the business benefits.

*“We wanted to provide greater trust and empowerment to our employees to work in a way that had mutually beneficial outcomes,” she said.*



## All Together Message of Inclusivity Spreads to Latin America

According to research<sup>1</sup>, LGBTQ+ youth are two to three times more likely to be bullied than their heterosexual peers. Every year, Spirit Day tries to raise awareness of this issue and increase acceptance of all, regardless of sexual orientation. Started in 2010 by a high school student in response to LGBTQ+ suicides, Spirit Day gathers celebrities, advocates and the media in an annual stand against LGBTQ+ bullying.

In 2018, Kellogg North America launched a special edition All Together cereal to highlight Spirit Day, raise money for GLAAD and send a message of unity and inclusivity. This year, the All Together campaign was expanded for the first time to the Latin America region. The multi-faceted campaign launched in Mexico during Pride Month, and featured a limited release of the All Together cereal, along with a breakfast event, trivia, and social media posts from LGBTQ+ influencers.

For every "like" generated on Kellogg's All Together posts on Instagram, the company donated one peso to It Gets Better Mexico, an international advocacy group focused on supporting and uplifting young LGBTQ+ people.

For Lucia O., Brand Manager, the All Together campaign exemplified Kellogg's embrace of Diversity & Inclusion both within the company and for its consumers.

*"As a company, Kellogg is committed to creating a diverse and inclusive environment where people feel safe to be who they are and are able to bring their best self to work," said Lucia. "The best way of being aligned with our market is to understand that each of our consumers have differences that make them unique, so we have to be able to offer them the opportunity of being welcome at our table. All Together is the perfect way of make our consumers know that we are proud of who they are and that we respect, love and value their differences."*

The All Together digital campaign reached over nine million online users and added over three thousand new social media followers in two weeks. The campaign also generated ninety media clippings, worth an estimated \$300,000.

*"We want to be part of the solution when it comes to D&I issues and it is because of this that All Together is a call to everyone to be more inclusive and respectful," said Lucia.*



Source:  
<https://www.thedailybeast.com/new-study-rates-of-anti-lgbtq-school-bullying-at-unprecedented-high>

## Uniting to Be Kind in Honor of National Friendship Day

Did you know, approximately 20 percent of students ages 12-18 experience bullying?

Bullying is an all too common issue and everyone has the right to be embraced as their true, authentic self. Kellogg's Froot Loops® – committed to celebrating uniqueness through its 'Whatever Fruits Your Loops' campaign – proudly partnered with United Way for the second consecutive year to host United to Be Kind.

United to Be Kind engages summer camp attendees in activities and conversations that embrace uniqueness, individuality and friendship. The program brings a little fun to a serious topic. And, in honor of National Friendship Day in August, Michigan's United Way of the Battle Creek and Kalamazoo Region and Washington's United Way of King County hosted United to Be Kind to celebrate the power of friendship and kindness. New for 2019, Froot Loops also partnered with United Way of Southeastern Michigan, expanding United to Be Kind with an end-of-summer celebration in Detroit, focused on spreading kindness and celebrating individuality.



*"Young people who are perceived as different from their peers are often at risk for being bullied," said Nicole G., Kidventure Camp director of the Battle Creek, Mich. United to Be Kind location. "In order to prevent bullying, adults need to help kids understand what bullying is, keep the lines of communication open, encourage kids to do what they love, and model how to treat others. By reaching children, United to Be Kind aims to address this very important issue."*

*"The messaging and activities were a fun way to talk about a serious topic," Nicole said. "I especially enjoyed seeing the difference in how they treated one another that week and during the weeks that followed. Seeing a large company like Kellogg take on such an important issue like bullying, emphasizes the importance of taking it seriously."*

At Kellogg, we are firmly committed to equity and inclusion in our workplace, marketplace and in the communities where we work and live.



## Spanish Plant Expands Disabled Hiring Initiative

For over ten years, managers at the Valls, Spain plant have been partnering with Fundación Ginac, a local nonprofit, to provide employment for local people with physical and mental disabilities. For Indalecio R., Human Resources Business Partner at Valls, the program made perfect sense because it can be difficult to recruit in the small Spanish town. "We thought, why don't we give these opportunities to people in the town who everyone knows?"

In 2019, there were more than 30 people from Valls hired through this Diversity and Inclusion program. The program participants complete a range of tasks, including placing promotional inserts in packaging, product recovery and gardening. Some of the program participants have mental disabilities, while others have hearing or mobility impairments.

*"Everyone has different capabilities," said Indalecio. "For me the biggest thing is everyone is human."*

*The program has had a major impact on all plant employees, says Indalecio. "Our employees have really been able to open their eyes, and see with a new perspective," he said. "When you work with people with disabilities every day, you become aware of how things that are easy for most people can be a real challenge for some. They are like our role models now."*

Moving forward, Indalecio says the plant plans to continually expand the hiring program. In April, the team attended a job fair to recruit people with disabilities, and the plant regularly passes on job vacancies to organizations working with people with disabilities.

As for other divisions or organizations looking to start similar programs, Indalecio has some words of advice. First, find an organization that can support your hiring needs and goals. Equally important, he says, is having buy-in from company leaders and management. But the most crucial part, says Indalecio, may be embracing a change mindset.

*"At the beginning it was difficult because most people in the plant didn't know how to interact with this specific population," he said. "But you should and you must treat them just like you would anyone else."*

He adds that the hardest part of a program like this is just getting started. *"It's really an easy task and it's really inspiring," he said. "Just give the individuals a task to start with, maybe something small, and once you have started, everything else flows."*



## Making Better Days More Accessible

Hunger relief has long been a cornerstone of Kellogg's corporate responsibility efforts. Now, with the third iteration of its Better Days commitment, the company is looking at food security even more holistically, and developed a set of ambitious goals to help end hunger and create "Better Days" for three billion people by 2030.

Key to reaching these targets is robust employee engagement, explained Stephanie S., Director, Philanthropy/Social Impact. She is hoping to create new engagement opportunities through the Better Days Hub, a set of online tools, created in partnership with United Way and hosted on Salesforce.org Philanthropy Cloud software that launched in April. The tool is currently being piloted by U.S. employees.

*"The new Better Days commitments take our work to another level, and we knew we needed to get more creative in how we engage employees to get to our new goals," said Stephanie.*

Through the Better Days Hub, employees can learn about volunteer opportunities, and learn more about food security issues – from farm to table. The software also allows the team to more easily track employee volunteer hours and

locations, which can lead to useful insights on where and how they can create more impact.

For Stephanie, D&I efforts across the company are continuing to push the Better Days Hub forward, to make it as useful and engaging as possible for employees. As early adopters, Kellogg's Business Employee Resource Groups were helpful in the launch of the site and the groups are now better able to track volunteer activities among members.

*"All of our D&I efforts are part of our broader Heart & Soul commitment of our Deploy for Growth business strategy," she said. "This is the employee execution piece that shows how they are giving back to community."*

Stephanie says the hub can also help better connect employees that are taking advantage of flexible work arrangements at Kellogg. For example, people working remotely might not be able to bring in a box of cereal to an in-office food drive, but they could donate a dollar on the hub and know that it will make an impact on hunger relief.

*"People can participate in real time, see results in real time and hopefully feel more connected through the Better Days Hub and to the issue of hunger," she said.*

## Global B/ERGs Continue to Grow, Make Positive Impact

Around the world, Kellogg's Business/Employee Resource Groups (B/ERGs) worked throughout the year to further their mission and expand their impact through innovative and inclusive events.

In Mexico, KPride & Allies (KPA) continued to focus on increasing the visibility of the LGBTQ+ community and celebrating progress made toward equity and respect. In 2019, KPA's team efforts culminated in Pride Month, when they more than doubled Kellogg's presence at Pride Day parades across Mexico. KPA increased visibility of the LGBTQ+ community during Pride Month in other ways, including turning offices into "living rainbows" with rainbow-themed flags, crosswalks, posters and other visual effects. The theme of inclusivity and visibility also stretched into the marketplace through the launch of All Together cereal, a special-release product to celebrate Pride Month.

In South Africa, Women of Kellogg (WOK) organized a women's empowerment conference called "My Sister's Keeper." The event was held in August, which is women's month, and featured engaging and interactive discussions around the power of sisterhood at Kellogg. Members of the Executive Leadership Team were present to talk about the company's commitment to women's empowerment. Another highlight of women's month for WOK South Africa was the launch of the Parental Toolkit, a series of policies geared toward helping women and new parents achieve better work-life balance.

WOK groups made major strides in other parts of the world, too. In the Latin America region, WOK continued its work with Networking TogetHER, which Kellogg launched last year as Mexico's first national forum for companies focused on supporting gender equity. The group has drawn in nearly 60 companies, which meet every two months to share best practices and learnings. In 2019, topics covered at Networking TogetHER included talent acquisition, executive development strategies and flexible work programs.

*"When attending the Networking TogetHER breakfasts to share best practices, it is with lots of pride that I see how Kellogg is amongst the companies with the most solid practices to develop and empower women," said Roxana M., LPM Group Sr. Manager and Member of WOK Latin America.*

In the Asian Pacific region, WOK groups marked International Women's Day in their own unique ways. WOK Thailand shared a video of a motivational speech from the Senior Supply Chain Director with all employees, while the Australia/New Zealand group hosted a talk with Olympic athlete and head of the women's division of the Australian Football League, Nichole Livingstone. WOK India, meanwhile, launched its on-site nursery facility for working moms at the Sricity plant, and offered several workshops to benefit female employees, including safety and security training and a seminar with a gynecologist on health and wellness. Korea's group emphasized the "Balance for Better" theme through a balance and meditation class with local trainers.

Also in Latin America, the CARICAM branch Kellogg's youth-focused B/ERG, Young Professionals (YP), made strides on addressing unconscious bias in generational stereotypes. YP arranged a K-Talk with Victor M., General Manager Andean, to speak about strategies for professional development in every career stage.

*"It is always about the people!" said Victor M., a message he emphasized in his K-Talk.*



 iHOLA!<sup>TM</sup>

## KNA B/ERGs Work to Evolve Company Culture in 2019

Across the United States, Kellogg's Business/Employee Resource Groups (B/ERGs) continued to grow their membership base and influence throughout 2019.

This year, HOLA, our LatinX B/ERG, hosted its first Development Day, which included speaker sessions on inclusivity in the workplace and the influence of Latino culture on corporate America. In addition to providing professional development, the event also focused on the importance of not only having a seat at the table, but also sharing your voice in order to impact business results.

*"Development Day was a direct call to become an active agent to embed my diverse perspective to strengthen our business process and plans," said Lourdes I., one of the attendees.*

Kellogg Multinational Employee Resource Group (KMERG) hosted a Lunch and Learn session on the impacts of stereotypes and how to deal with them in the workplace. The session featured Robyn Afrik, a leading speaker on diversity and inclusion issues. Afrik guided participants on an impactful discussion on stereotypes, and attendees were able to speak openly about difficult issues without fear of criticism or personal risk. KMERG organizers noted that events like this help support building courage, one of Kellogg's Growth Competencies, in the workplace.

In 2019, KPride & Allies (KPA) had the honor of participating in the Stonewall 50 – WorldPride, a series of celebrations in New York City marking the 50th anniversary of the Stonewall riots, as well as the first time WorldPride, the globe's largest Pride event, was held in the United States. The 2019 Pride weekend in New York was the biggest LGBTQ+ event in history, with an estimated five million people attending in Manhattan alone. KPA was an active presence at this year's celebration, one that made a deep impact on many participants.

*"The honor of representing Kellogg at WorldPride in NYC as an Out Ally is one I do not take lightly. Each one of us has the opportunity to make an impact whether a smile, hug or a kind word – it can make a difference," said Carrie D., K Pride & Allies National Co-Chair.*

KVets & Supporters continued its mission to support the integration of veterans into the Kellogg family, including through the Hiring Our Heroes Corporate Fellowship Program. The program offers professional development and hands-on experience to current military members getting ready to transition to the civilian workforce. Active duty military who have less than six months remaining in service time are given the opportunity to spend 12 weeks putting their skills and leadership abilities to use at Kellogg, often opening up opportunities for long-term employment.

Women of Kellogg (WOK) spent 2019 pushing the conversation on gender equity and diversity forward, including fruitful partnerships with other B/ERGs. WOK teamed up with internal and external partners to host two speaker sessions this year, one focused on gender equity and the other on the experiences of women of color in the workplace. On International Women's Day in February, several panelists were invited to speak on the importance of gender equity, attracting over 700 attendees. In August, WOK joined forces with HOLA and Kellogg African American Resource Group (KAARG), along with the Network of Executive Women, to host a speaker session entitled, "Advancing All Women: How Women of Color Experience the Workplace."

 KVets  
& Supporters



>> Continued from pg. 16

*"We need to shift our focus from labeling to fixing the systems, behaviors and biases that feed that narrative," said Carolyn Tastad, a Kellogg Board Member and panelist at the February event.*

Another highlight for KAARG this year was their annual two-day summit, which attracted over 90 attendees and celebrated the spirit of inclusivity, transparency and community. The 2019 summit was centered around the theme of "Belonging: Charting Your Own Path & Building A Sense of Community," and featured internal and external speakers and experts on leadership development and training. Members of the Kellogg Ex-Comm and the KNA Leadership Team were also in attendance, allowing KAARG members valuable networking and learning opportunities. Attendees were grateful for the opportunity to strengthen connections across Kellogg's African-American community and feel that they are valued members of the company.

*"Thank you so much for bringing us together. It's not everyday you huddle professionally with people who experience and move through this life in the very same manner that you do, so thank you. Thank you too for encouraging transparency through it all," said one attendee.*

In September, KAPABLE, our B/ERG for people with disabilities and their supporters, hosted an information session on the launch of the Rice Krispies Treat's special Back to School campaign focused on autism. This year Rice Krispies Treat partnered with non-profit Autism Speaks to create sensory [Love Notes](#) on its products. The Love Notes feature packaging with different textures – including silk, fleece, faux fur and satin – for children with autism who may respond positively to tactile experiences.

Kellogg's Young Professionals (YP) group focused its efforts on driving talent retention and engagement through the Summer Intern & Temporary Student Support (TSS) program, a joint initiative with the University Relations team. The program not only assists with the recruitment and onboarding of this student population, but it also brings this subset into multiple YP developmental events throughout their time at the company, helping to build a stronger talent pipeline for the future.



# FEATURES

2019 ANNUAL REPORT



We welcome your feedback at: One Kellogg Square Battle Creek, Michigan 49016  
Phone: 269.961.2000 E-mail: [diversity.inclusion@kellogg.com](mailto:diversity.inclusion@kellogg.com)

[www.kelloggcompany.com](http://www.kelloggcompany.com)  
[www.kelloggdiversityandinclusion.com](http://www.kelloggdiversityandinclusion.com)