



# FEATURES

*A place at the table for everyone*

2021




EQUITY, DIVERSITY & INCLUSION ANNUAL REPORT










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# FEATURES



Creating a place at the table for everyone



# FEATURES &

Creating a place at the table for everyone

**ED&I (Equity, Diversity and Inclusion) has been part of our DNA since the beginning.** It is clearly integrated in our Code of Ethics, which states that we have respect for individuals of all backgrounds, capabilities and opinions. In addition, our K Values dictate that we act with integrity, we show respect for, and value all individuals for their diverse backgrounds, experiences, styles, approaches and ideas. It is also a core pillar of our [Better Days™](#) global ESG strategy, which aims to create better days for three million people by 2030.

In 2021 we included the concept of *Equity* to our Diversity and Inclusion strategy. **We believe that equity is more than leveling the playing field. It is making sure tangible and intangible barriers are removed to ensure our Company's practices in the workplace, marketplace, and communities are fair and consistent.**

**Being a best-in-class company means:**

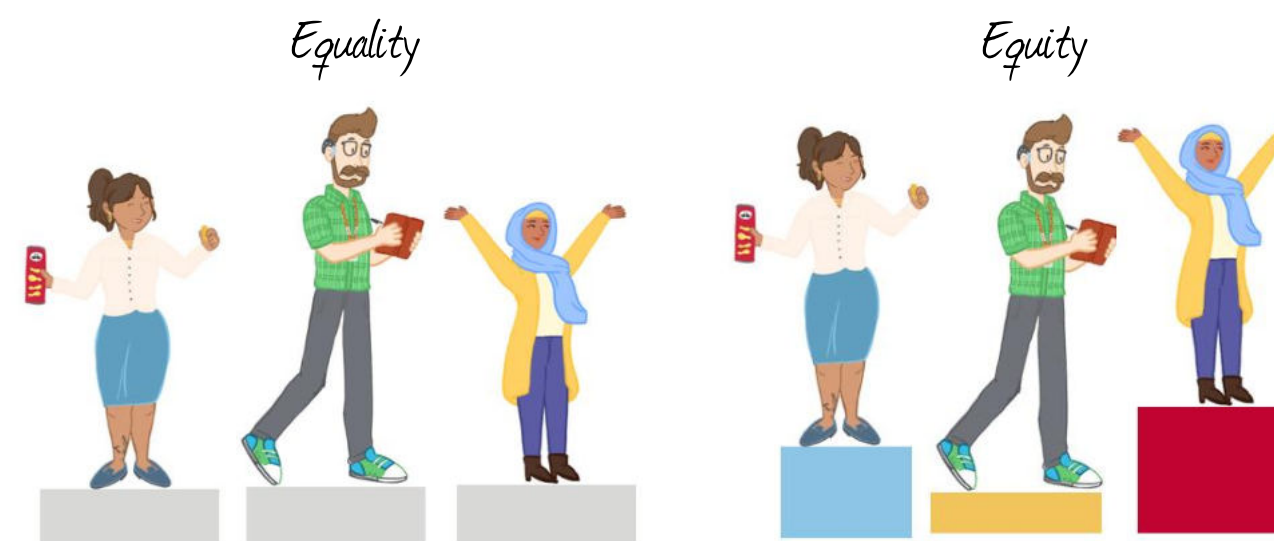
Every employee feels that they have a seat at the table where their voice is heard and they can speak up, in a safe environment.

Our workforce reflects our customer base, our consumers and our communities so we can best understand and best serve those audiences.

Kellogg is a sought after and preferred employer because of our ED&I focus, helping us attract and retain the very best talent always.

Our people bring their whole, unique selves and best ideas every day – resulting in the very best solutions for our business and to help us win.

**Throughout this Report, you'll read about some of the examples of best-in-class practices happening in all the regions where we work.** In the following pages, you'll learn about the way a mom-to-mom coaching program in Latin America has improved the work-life balance of female talent, the Kellogg's team in New Zealand supporting their national Paralympic athletes with healthy breakfast, the way Pop-Tarts got inspiration from a cherished Latino tradition to create their Día de Muertos edition in North America, among many others.



**Equity is not the same as Equality. It is not about giving each person the same things; it is about giving each person the unique support needed to lift them up to the same opportunity.**





# FEATURES & EQUITY DIVERSITY & INCLUSION



DIVERSITY



[Click to watch the video](#)

Watch our ED&I video to learn more about Kellogg's vision of a good and just world.



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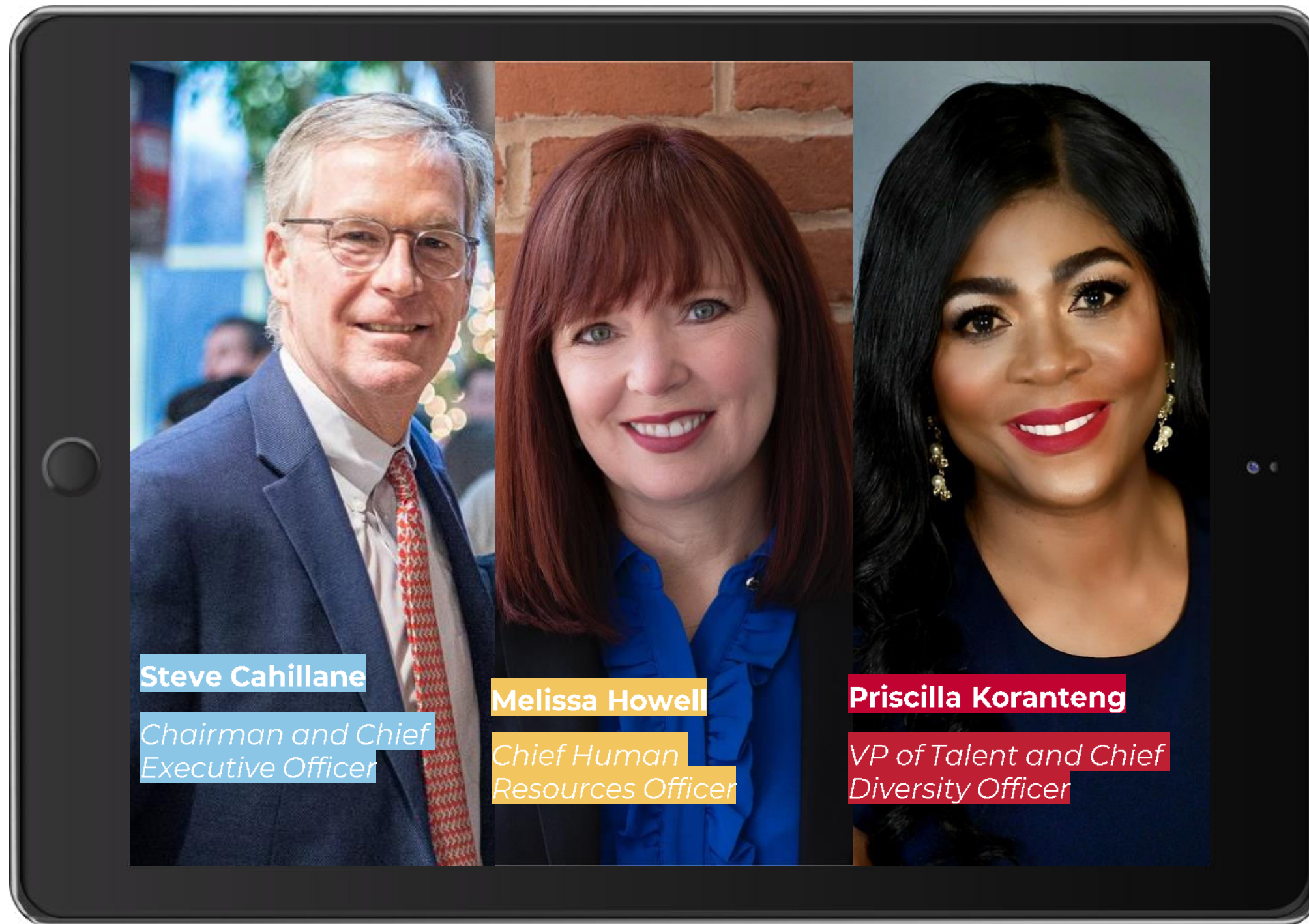
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# A Message from our Leaders





# A Message from our Leaders



**Steve Cahillane**

Chairman and Chief  
Executive Officer

**Melissa Howell**

Chief Human  
Resources Officer

**Priscilla Koranteng**

VP of Talent and Chief  
Diversity Officer

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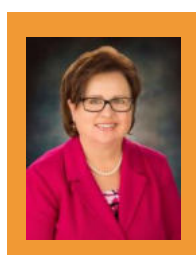
# Workplace



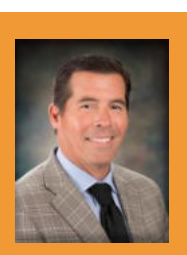


# Board & Executive Committee Diversity

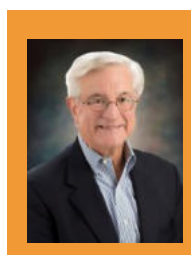
## Board of Directors



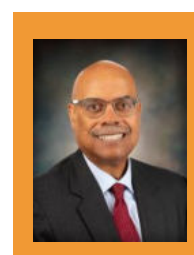
Stephanie  
Burns



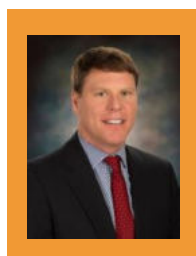
Carter  
Cast



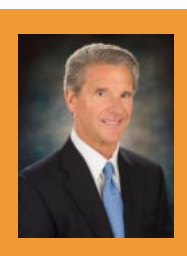
Richard  
Dreiling



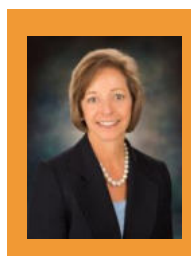
Roderick  
Gillum



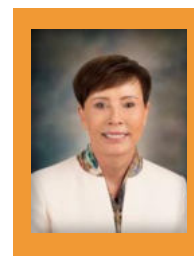
Zachary  
Gund



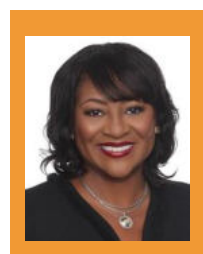
Donald  
Knauss



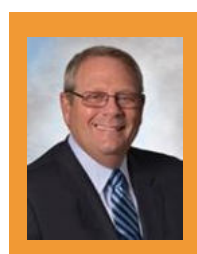
Mary  
Laschinger



Erica  
Mann



La June  
Montgomery  
Tabron



J. Michael  
Schlotman



Carolyn  
Tastad

Steve  
Cahillane



Chairman of the Board and  
Chief Executive Officer

## Executive Committee



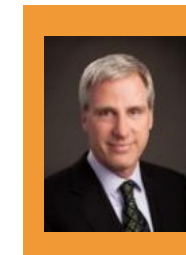
Nicolas  
Amaya



Kris  
Bahner



Amit  
Banati



Chris  
Hood



Melissa  
Howell



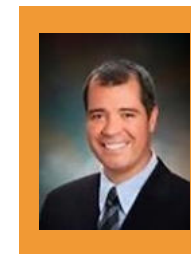
Charisse  
Hughes



Nigel  
Hughes



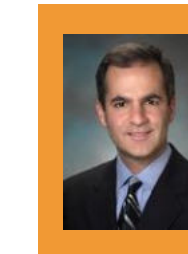
Shumit  
Kapoor



Rodrigo  
Lance



David  
Lawlor



Gary  
Pilnick



Lesley  
Salmon



# Diversity Snapshot

## 2020-2021

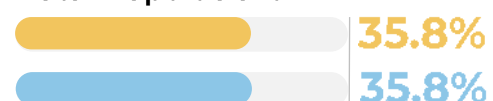
### Workforce Representation



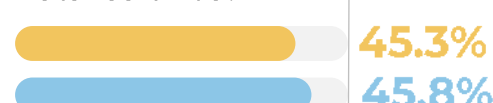
#### Female Talent:

On track towards **achieving 50%** women in managerial roles globally by the end of 2025.

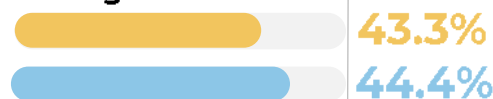
##### Total Population:



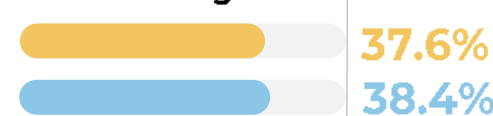
##### Total Salaried:



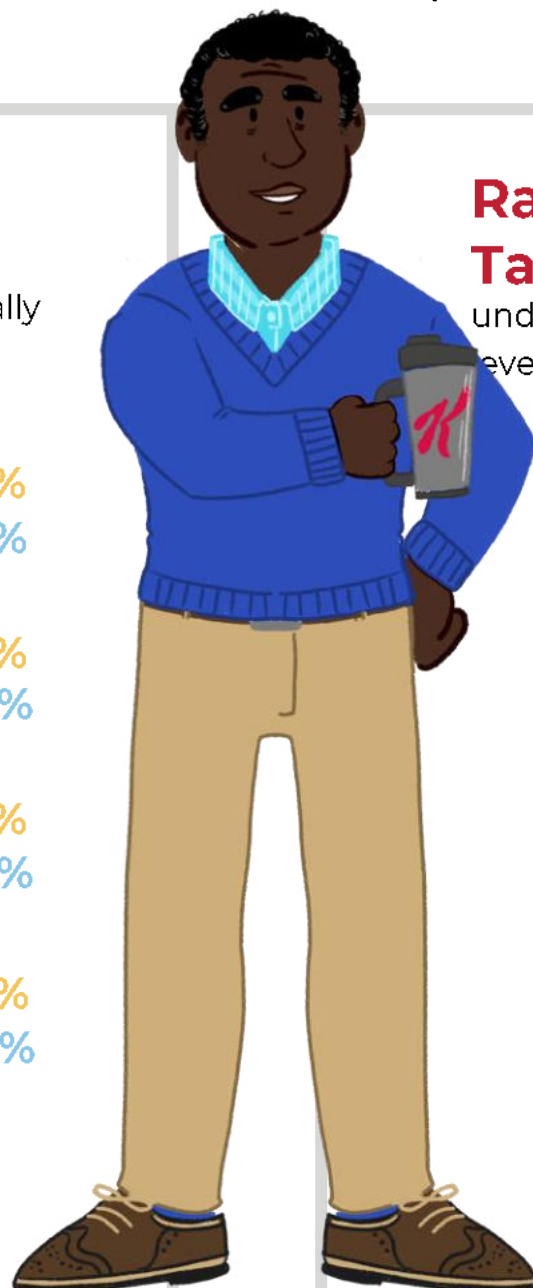
##### Management:



##### Senior Management:



2020 2021 50%



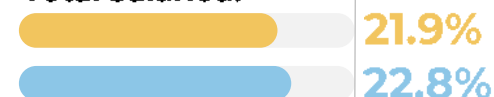
#### Racially Underrepresented Talent:

On track towards **achieving 25%** underrepresented Talent at the management level by the end of 2025. (US Only)

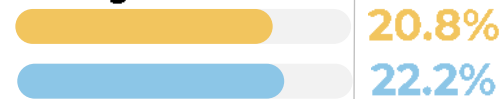
##### Total Population:



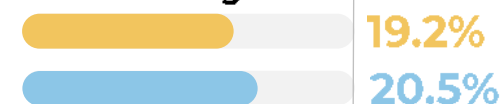
##### Total Salaried:



##### Management:



##### Senior Management:



2020 2021 25%



#### Total Population:

##### Veteran Representation

Veteran Representation in Top 50 + Hall of Fame companies:



Total US workforce that identify as veterans:

At Kellogg



##### People with Disabilities

People with Disabilities in Top 50 + Hall of Fame companies:



Total US workforce that identify as having a disability:

At Kellogg



##### Business Employee Resource Group Membership

BERG membership in Top 50 + Hall of Fame companies:



US Employees members of a BERG:

At Kellogg



##### Top 50 Companies for Diversity

2020: #34

**2021: #31**



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# Our global workplace: ensuring equity in our compensation plans



**At Kellogg, we believe that creating a place at our table for everyone is only the beginning. It is just as important for us to ensure that our people enjoy fair and unbiased access to the fruits of their labor. This is one way of describing pay equity.**

Pay equity is the principle that employees should be compensated the same when they undertake the same or similar responsibilities, and that differences in pay in those circumstances should only be due to legitimate factors, such as differing levels of experience, performance, tenure with the company and the like.

**Kellogg has long been committed to compensating our people equitably not only within our organization, but also relative to marketplace norms.**

*"Top leadership is fully committed to ensure our pay is truly equitable in all areas of the business, and this information is reviewed regularly," explains Melissa H., Chief Human Resources Officer.*

We utilized a third party to conduct a meticulous pay equity study of salaried employees in each of our regional businesses. The results affirmed that Kellogg provides equitable compensation across our company.



***"We repeat these studies on a regular basis and I am proud to work for a company that takes the necessary steps to ensure that it provides equitable compensation across our businesses," said Nader S., Vice President, Global Total Rewards & People Analytics.***

**Our ongoing commitment to pay equity in our compensation plans is one important way we can continue to champion equity, diversity and inclusion for the benefit of everyone at our Kellogg table.**



# Latin America creates a powerful support system for Moms returning from maternity leave

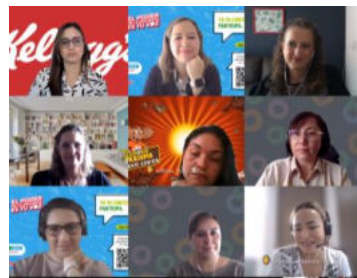
## Latin America

Returning to work after maternity leave has always been a difficult time for many new moms. **According to a study from Maven Clinic, approximately 75% of new moms say they are excited to go back to work, but over 40% ultimately end up leaving their jobs after return.**

**The Women of Kellogg (WOK)** Business Employee Resource Group in Latin America decided to do something to try to help.

In August of 2020 they launched the first iteration of the Moms Coaching Moms program, which pairs mom "coaches" with new mom "coachees" who are transitioning back to work. The aim of the program is to give new moms a safe space to share their experiences, anxieties and to discuss coping strategies and tips with their coaches.

While the idea for the program was first brought forward by Carolina C., Kellogg Latin America (KLA) Recruitment Manager and WOK member, in 2019, before the pandemic, the timing for the launch was especially beneficial with the added stress of the school and office closures in 2020.



*"It was awesome to have someone to talk to," shared Gaby B., KLA Hire to Retire Delivery Lead Sr. Manager, who was a coachee. "And to know that you're not the only one that is going through all those challenges, that there's not something wrong with you."*

The WOK team partnered with a group called Mom Lancers, a talent agency focused on freelancers who happen to be moms, to help create program resources and content. **The first round of Moms Coaching Moms included 16 coaches and 25 coachees across the region.**

*"Each of these moms had their own unique issues," explained Carolina, who spearheaded the project. "It became about how the community shared their experiences. We created a good dynamic where new moms felt supported and coaches learned from their experience."*



The program is not only effective on a personal level. **Participants say it also contributes to Kellogg's Equity, Diversity & Inclusion (ED&I) strategy.**

*"Retaining our returning Moms is an important element in helping the Company build a workforce that reflects existing & potential consumers," said Kim L. Hire To Retire Global Transformation Lead, who was a coach in the program.*

*"As a global company, we have set a goal to reach 50/50 gender parity in our leadership team," added Gaby. "This program supports retention and creates Return Of Investment (ROI) in the end."*

With the early success of Moms Coaching Moms, organizers started a second round of the program in August 2021, and plan to continue expanding the groups to reach more moms in the future. They're also starting to involve people managers in the process.

*"The best outcome of this program is that all 25 of our mom coaches from Wave 1 have stayed with us, at a time when so many women are leaving the workforce," said Gaby. "That fact speaks for itself."*

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# Igniting action and guiding allyship against racial inequity

## North America



The past few years have illustrated in stark terms just how far the United States still has to go to resolve racial inequality. From the profoundly unequal impacts of the pandemic to the alarming increase of racially-motivated hate crimes and police brutality, the realities of anti-Black racism remain ever more undeniable.

Feeling the need to do something tangible against these entrenched issues, in 2020, a group of Kellogg leaders within the Sales Team launched a new chapter of the Racial Equity Action League (REAL), based on a national model used by other companies. **REAL is an action-oriented employee group that aims to fight racial injustice through education, awareness-building, open discussion and community action.**

*"The goal is to start by having candid conversations to really help educate ourselves and others about our own biases and to become better allies against systemic racism," said Alexandra R., Shopper Marketing Manager and REAL co-lead. "But, at the end of the day, REAL is more about taking action versus just talking about racism."*

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**RACIAL EQUITY  
ACTION LEAGUE**



**REAL is structured as chapter groups within Kellogg customer teams, with around 100 people participating. In 2020, two chapters were launched (Kroger and Publix) and in 2021, the Albertsons-Safeway chapter was launched. The goal for 2022 is to reach six chapters.** The group creates a monthly newsletter spotlighting race relations topics in the US, and participates in larger quarterly gatherings that connect to the work of Kellogg African-American Resource Group (KAARG) and other Equity, Diversity & Inclusion initiatives.

**REAL chapters also hold monthly meetings that include relevant reading or movies related to racial injustice. That format, organizers say, has helped spark honest and open conversations.**

*"By sharing my experience or somebody else sharing their experience, while applying it to a point in history, has opened the door to conversations that we might not otherwise have," said Alexandra. "It's kind of a delicate balance of pushing others to expose their own biases and stepping on toes. Change is not going to happen overnight. But it's about moving it forward and about humanity and equality, and not about politics."*

Sarah W., Senior Account Executive and REAL co-lead added: *"It starts in our backyard and with our teams. It's about finding what little steps can we take to continue to root out the inherent bias and to make each of us better."*

Both Sarah and Alexandra emphasized that, as parents, this work has felt even more important as they look toward making slow but impactful changes among their colleagues.

*"The next generation is going to be the one that is really going to make the big changes, and hopefully, by then, we won't even have to talk about this. They will just be self-aware," said Alexandra.*

**Moving forward, REAL plans to continue to expand its model within the company to reach more employees.**

*"We want to continue to have those tough conversations that maybe some folks don't want to hear, but we need to have them," said Alexandra.*

[Email us to learn more about  
REAL](#)



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# Building up the next generation of female leaders

**AMEA**

**Improving gender parity metrics within the workforce is a key aspect of Kellogg's approach to Equity, Diversity & Inclusion (ED&I) across the company. By 2025, Kellogg is aiming to achieve gender parity at the Management level, which currently stands at 55.6% male and 44.4% female globally.**

*"To achieve this objective, we need to ensure we have a strong pipeline of females for senior roles, implement programs aimed at enabling women to realize their career potential, and position Kellogg as the best employer of female talent," said Zandile M., Director, Corporate Affairs and Women of Kellogg (WOK) committee member.*

In 2021, the Asia, Middle East and Africa (AMEA) chapter of WOK – the Business Employee Resource Group that empowers women and engage men to advocate for gender equality in the workplace - began to implement a new training and mentorship program that helps to build that pipeline internally. The program, called WOK Evolve, is specifically tailored for the Supply Chain and Sales teams, which WOK organizers found to have the widest gender parity gaps within the company.

*"Externally we know these areas – Sales and Supply chain – are heavily male-dominated and are an area of opportunity in society," said Corinne Z., Culture & Capability Business Partner and program co-organizer. "We saw this as a chance to create opportunities for females in this space and wanted to create a program to bridge the gap and provide the tools for women to navigate this space."*

WOK Evolve is structured as a six-month program that includes one-on-one coaching as well as work within small groups and lectures from guest speakers. The program aims to provide its participants with tools and resources in five key areas: navigating and leading through unconscious bias, owning your career development planning, managing work/life integration, building resilience/being at your best and building a support network.

In its first year, WOK Evolve attracted 20 women across ten countries, and received glowing feedback from attendees.

*"It affirmed that women love working at Kellogg, and they recognize that they need to grab opportunities made available to support their career ambition to grow within the company," added Zandile.*

Moving forward, organizers plan to improve WOK Evolve based on learnings from the first year, and to continue deploying and expanding the program in 2022.



'Thanks for the support and development of the programme. Kellogg's company thanks for believing in us and for allowing us to participate in this great program' - Attendee

"Would certainly insist to continue the program over a more extensive scale as it has the potential to make a difference in lives of many women." - Attendee

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# Kellogg Europe plans to extend gender transition policy across the region

## Europe

The principles of Equity, Diversity and inclusion (ED&I) must apply to all forms of identity expression. While, in years past, the concept of ED&I was mainly aimed at gender and race or ethnicity, companies like Kellogg are working to better meet the ED&I needs of all people, including those who identify as transgender.

In December 2020, Kellogg United Kingdom and Ireland (UKI) became the first within the company to roll out a workplace policy regarding gender identity transition. In 2022, there are plans to extend the policy, called the Transition at Work Policy, across Kellogg's European region.

The policy, which aims to help support employees and their managers during the gender transition process, was developed by K-Pride & Allies (KPA) – the Business Employee Resource Group (BERG) that advocates for the respect and acceptance of employees' sexual orientation, gender identity and gender expression - in concert with nonprofit partners and internal stakeholders. Measures covered in the policy include discussing confidentiality, time off required, updating work-related documents and communication to colleagues and customers.

*"The Transition At Work Policy was really the first of its kind from an ED&I perspective and has helped demonstrate why ED&I is so important for Kellogg," said Rebecca R., Senior HR Business Partner. "Policy creation is an important step in developing an inclusive environment for current and future employees."*

KPA first began pursuing a new policy after Stonewall, the largest LGBTQ+ rights group in Europe, identified it as a missing factor in Kellogg's efforts to be a more inclusive employer. Stonewall also played a crucial role in developing the policy. In addition, KPA sought input and feedback from Mermaids, a UK-based nonprofit aimed at supporting transgender youth.

*"At the time, transitioning policies were not overtly shared across different organizations, so there was no 'best practice' or standard policy to use as a baseline," explained Katy W., Business Execution Manager and UKI KPA BERG Lead. "Partnering with Mermaids and Stonewall was really important."*

Since the policy will apply across the organization, including in Kellogg plants, KPA leaders also worked with plant employees to ensure relevant health and safety measures were included.

Besides extending the Transition At Work policy across Europe, Rebecca says they're focused on making all other policies gender-neutral, as well as identifying further areas of opportunity for ED&I initiatives in 2022.

*"At Kellogg we want to make tangible and meaningful change," Katy said. "As our BERGs mature, they are continuing to be a source of support for employees and sharing their overall insights back into the organization."*

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# Marketplace



# Marketplace

**We strive to meet the demands of diverse consumers by supporting key business goals and objectives.**



Inclusive business practices are about being culturally relevant and meeting consumers and customers where they are, wherever that might be. That’s how we help people feel not just fed but fulfilled.

**Being inclusive is about marketing, yes – and also so much more. It’s about ensuring we have accessible, appropriate foods in our portfolio and creating the right go-to-market strategies to get our foods in the hands of all who want and need them.**

## Did you know?

**Kellogg’s best-in-class cultural marketing organization in the North America Region includes:**

- Requiring quarterly updates against Equity, Diversity and Inclusion (ED&I) Key Performance Indicators from all agency partners.
- An ED&I Marketing Steering Committee with representation from all Business Employee Resource Groups.
- A Cultural & Inclusive Marketing discipline within the Marketing function.



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Finding inspiration and connection through Latin America's regional cuisines

Latin America

When Mary C., Associate Product Developer, began to lead the Kellogg Latin America Culinary Program in 2019, she saw an opportunity to shed more light on the region's unique food culture.



"I realized that when people were talking about Latin American food, they were talking about it as a whole," she said. "We have commonalities as a region and we're proud of the food in our culture, but the nuances matter. I wanted to demystify food across the region."

One way she is working on that mission is through the **Food & Culture newsletter, a periodic internal publication that celebrates the role food plays in all our lives, as well as the diversity of cuisines across Latin America.** First released in December 2019, each newsletter has centered on a theme, including the unique cuisines of

the Yucatán peninsula in Mexico, the connections between food and heritage, and healthy eating for the body and the soul.

The newsletter, which was launched only a few months before COVID-19 lockdown, also morphed into a point of connection for Mary and colleagues across Kellogg when the lockdown started.

"I wanted to create a feeling of empathy," said Mary. "We are bringing awareness of the differences across our food cultures, but also what brings us all together."



The Food & Culture publication also ties into Kellogg's wider efforts to create innovative products that are more inclusive and authentic, while helping the Company reach untapped markets. For example, the Research & Development team created regional variations on the classic Zucaritas cereal – one with *arequipe*, a popular spread in Colombia similar to *dulce de leche*, and one with *cajeta*, another popular treat in Mexico.

"We are getting more and more traction in designing food that is more relevant to our local consumers," explained Mary. "It all goes back to Kellogg's purpose of creating better days and a place at the table for everyone through our trusted food brands."

When launching a new product, it's not enough to label it "Mexican" or "Colombian" or "Brazilian." **"We need to highlight its cultural heritage to drive a deep, emotional and respectful connection with our consumers."**



Putting a new twist on tradition through Kellogg's classic Pop-Tarts brand

North America

Día de Muertos, also called Day of the Dead, is marked across Latin America and known throughout the world, but is most deeply rooted in Mexico. Annual celebrations, which combine indigenous Aztec rituals with elements of Catholicism, honor the lives of loved ones that have passed.

There is also a strong artistic and cultural element to Día de Muertos, from the colorful strings of *papel picado* to ornately designed *calaveras de azúcar* and fantastical *alebrije* sculptures. **It's this artistic element that the Kellogg North America team focused on with the September 2021 launch of its limited-edition Día de Muertos Pop-Tarts box.**

"We focused more on the celebratory piece of it through the art and the beautiful folklore behind Día de Muertos because we wanted to make sure it was authentic and respectful," explained Juan B., Senior Brand Manager, who helped lead the product design and launch.



The series includes five special printed designs – *papel picado*, *calaveras de azúcar*, *flor de cempasúchil*, *veladora* and *alebrijes* – atop the Frosted Chocolate & Churro flavored Pop-Tarts.

The project was a true collaboration between the marketing team, the North American branch of HOLA! – Kellogg's Hispanic Business Employee Resource Group –, the Kellogg Latin America (KLA) team and the Philanthropy team, says Juan. HOLA! members provided valuable input and feedback on the Latino audience. The philanthropy team helped select what Juan described as the "perfect" non-profit partner: the National Association of Latino Arts and Cultures (NALAC), committed to promoting and cultivating the next generation of Latino arts and cultures.



**As part of the partnership, Pop-Tarts donated NALAC \$100,000 to support grants for four Latinx arts organizations serving youth and their communities in Los Angeles, San Diego, Dallas and Houston.**

"We wanted to explore a partnership to do something not only for the community, but also with the community," said Juan.

"Let's actually bring everyone together to do a proposition anchored in and that celebrates culture and stays true to that.

This feeling of inclusivity and connection was a key theme throughout the Día de Muertos launch, as the Pop-Tarts team aimed to create a sense of belonging among consumers, particularly younger Gen-Z buyers.

"Gen Z is the next generation of Pop-Tarts fans, and multicultural propositions with social purpose are at the heart of our recruitment efforts," said Juan.

"We want to make sure that everyone feels they have a seat at the table."





# Breaking gender equity stereotypes in Indian market advertising



The devastating Covid-19 pandemic forced Indians, like others around the world, to adapt to the “new normal” in countless ways. This included many changes for mothers, who had to step up to additional responsibilities as schools and sports clubs were closed. While some of these disruptions were temporary, new dynamics in the approach to caretaking may be more permanent for many Indian mothers.

In order to better understand these shifts, the Kellogg India team undertook an ethnographic study in 2021. The results revealed new cultural nuances around consumer decisions during an unprecedented time.

*“Mothers became the ‘captain of the ship,’ managing the household budget during uncertain economic times and playing a more pronounced role in their children’s lives,” explained Sumit M., Kellogg India’s Marketing Director. “We wanted to bring this subtlety alive and celebrate the new evolved role of Indian mothers in our new advertising.”*

This dynamic is reflected in Kellogg’s latest ad campaign, which features twin sisters, Aarti and Gayatri, and their mother in the midst of a busy morning. The ad series, called “Breakfast Se Badhkar” or, “Beyond Breakfast,” launched in early 2021 across TV, digital and mobile.

In the ad, the sisters are seen sharing a cereal breakfast at home before practicing their hockey skills outside. Their mother, dressed in traditional Indian attire, gets more deeply involved in the game, first as a coach and then as a goal-keeper.

Not only does “Breakfast Se Badhkar” illustrate the ways mothers are helping their kids achieve their dreams, but it also builds on previous installments of stereotype-busting commercials that portray young women as active, bold athletes. Women in India are underrepresented in the world of sports, and this imbalance is often reflected in mainstream advertising.

*“We wanted to break this stereotype and build passion for sports among Indian women,” said Sumit. The ad also highlights hockey, which is the national sport of India, but often attracts less attention than the more popular game of cricket.*

**The “Breakfast Se Badhkar” campaign had a wide reach, driving Kellogg’s market penetration in India to its highest-ever levels. It also won a silver medal in the Economic Times’ “Shark Awards” for the Business-to-Consumer ad category.**



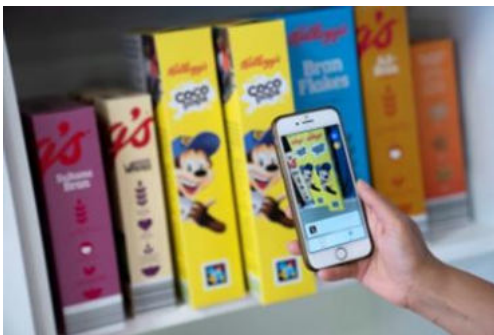
[Click here to watch the video](#)





# Technology to help the blind and partially-sighted expands across Europe

## Europe



Following the success of a first-of-its-kind UK trial in 2020, Kellogg announced plans to add the groundbreaking technology to all cereal boxes across Europe to aid blind and partially-sighted consumers.

*“Unlike other types of printed codes, NaviLens uses high contrasting coloured squares on a black background so users do not need to know exactly where the code is located to scan it,”* explained Pete M., Brand Designs & Operations Director.

Kellogg was the first Company globally to add NaviLens codes to its packaging during a pilot project with Coco Pops in the United Kingdom in 2020. A survey conducted by the Royal National Institute of Blind People following that pilot found that 97% of participants said they would like to see accessibility features like NaviLens available on grocery packaging.

The plan to launch NaviLens on all cereal boxes across Europe is a major step forward for Kellogg in making their products more accessible to all.

*“Over 30 million people across Europe live with sight loss and are unable to simply read the information on our cereal boxes,”* said Zuleika K., Project Delivery Resourcing Analyst. *“As a company focused on equity, diversity and inclusion, we believe that everyone should be able to access important and useful information about the food that we sell.”*

She added: *“This enables blind & partially sighted people to shop independently and is fully aligned to our company purpose of ‘creating a place at the table for everyone’.”*

**Blind and partially-sighted customers face unique challenges when navigating the grocery store aisles, including accessing product information. Kellogg Europe has tried to address this widespread issue by pioneering the use of a new smartphone-linked technology called NaviLens.**

NaviLens uses optical smart codes – which look similar to QR codes but can be read at up to 12 times the distance – on packaging to deliver product information directly to a user’s smartphone via a free app. After scanning the product code with their phone, users can access product information, including allergen and nutritional data, via audio or by reading on their device using accessibility tools.

# Community



# Community



We champion equity, diversity & inclusion in the communities where we live, operate and serve.

Our founder, W.K. Kellogg, was a leading philanthropist, wellbeing visionary and early conservationist. Today, we continue this legacy through our **Better Days™** commitment to create better days for 3 billion people by the end of 2030.

In addition to nourishing with our foods and nurturing the planet, we aim to feed people in need and live the values our founder held dear. We are passionate about supporting the communities where we operate and advocating for equity, diversity and inclusion in both our workplace and society.

## Did you know? In 2020\*:

- We fed nearly **200 million people facing hunger** through food donations.
- Reached nearly **3.7 million children worldwide** through feeding programs.
- Contributed **96,000 volunteer hours** to causes supporting food security.

### Diversity Related Philanthropy

In 2020\*, more than **95%** of our U.S. cash & in-kind contributions 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.

*\*2021 data will be available in the 2022 Features Report.*



Moving together for racial justice in Brazil

Latin America

In 2020, protests erupted across Brazil after a 40-year-old Black man named Joao Alberto Silveira Freitas was beaten to death by security guards at a Porto Allegre Carrefour supermarket. The murder ignited new momentum for racial justice around the country, where Black people face deeply entrenched racism in nearly every aspect of their lives.

In response to these events, the Kellogg Brazil team was prompted to do more to counter racial injustice. The company was one of 13 founding members of MOVER, a coalition of prominent companies in the food and beverage industry and beyond that are working together to create a more just future. **MOVER** aims to address racial disparities within the corporate world by creating new leadership opportunities for Black Brazilians through training, development and recruitment.



*"In the corporate world in Brazil, only 23% of supervisors are Black, and less than 5% of leadership positions are held by Black people," explained Indi S., Legal and Compliance Director and one of Kellogg's representatives for MOVER. "Instead of acting alone, we're working together with these companies to create a better future for Black Brazilians."*

**MOVER**, which launched in June of 2021, is now comprised of over **50 companies** that collectively employ almost **1.2 million people**. The campaign is in its early phases but has set three concrete commitments for the future. The first is to create new leadership positions for **10,000 Black people by 2030**, through professional development and recruitment. Secondly, they plan to reach 3 million Black people through development and training initiatives. And the third priority is to create awareness of racial equity through training and the facilitation of discussions within participating companies, as well as external media and marketing campaigns.

*"This campaign to promote racial equality in Brazil not only drives our internal Equity, Diversity & Inclusion culture, but is also such an important action for the participation of Kellogg in Brazil," said Indi. "At Kellogg we are committed to embracing each other and our differences to achieve a common goal."*

As part of this work, Kellogg Brazil is also launching a new Multicultural Business Employee Resource Group to support employees from diverse backgrounds.

For Indi, her work with **MOVER** has been a deeply fulfilling way to make an impact not only at the company, but in the communities around her. "It's been a challenge but also a pleasure," she said.



Diversifying donations and the supply chain through a local book drive

North America

Both the Multicultural and African-American Business Employee Resource Groups (KMERG and KAARG) have run book drives in the past as part of their community outreach efforts. But in 2021, as the ongoing pandemic continued to present challenges for in-person events, the two groups decided to join forces to amplify their impact in a new way.



KMERG and KAARG organizers created a pilot book drive that aimed to help an under-resourced school in Grand Rapids, Michigan, acquire children's books with diverse and inclusive characters.

The groups worked with an independent, minority-owned bookseller to curate a list of books and set up an online platform where Kellogg employees could choose titles and donation amounts. "It's about representation," said Jade B., Shopper Marketing Manager and KAARG member. "If those kids can see themselves in the books, that's so important."

The books selected as part of the drive illustrated the racial, cultural, gender and religious diversity of the communities where Kellogg lives and works. Characters represented included those from different racial and ethnic backgrounds, those who identify as LGBTQ+ and those with different abilities, among others.



"There's a little bit of everyone in the list of books," added Elena V., Labor Relations Advisor and KMERG member.

Within just two weeks, KMERG and KAARG members had more than doubled the initial goal of \$1,000, raising \$2,600 in donations. That extra boost allowed both groups to extend the donations to another under-resourced school in Chicago, IL.

The team added that the online format also helped create a stronger sense of connection across different Kellogg departments.

"Because it was all virtual, it was a platform that anybody could access, whether they were in the plant, or at the office or in the field," said Anne D. Launch Program Senior Manager, and KMERG co-chair.



Another positive outcome of the pilot book drive was the chance to onboard a new diverse supplier, in line with Kellogg's Equity, Diversity & Inclusion commitment to increase diverse vendors within its supply chain. Working closely with the procurement team, book drive organizers were able to identify Lee & Low, an Asian-American/Pacific Islander-owned bookseller and the largest publisher of multicultural books in the United States, as an ideal project partner.

After the success of the 2021 drive, book drive organizers say they plan to continue the initiative, expanding to other areas where Kellogg operates.

"This is something that is meaningful and will make a difference for years to come," said Jade. "For students to be able to either learn about different types of people through these books or see themselves – it just meant a lot."



Fueling Paralympic Athletes in the Tokyo Olympics

AMEA



The Tokyo Olympics and Paralympics may have looked different from previous years, with ongoing COVID restrictions affecting both athletes and fans. But Kellogg was still able to continue its support for the New Zealand Paralympic team in last year's games.

In order to provide competing athletes with a taste of home while in Tokyo, Kellogg provided over 900 breakfast meals, as well as pre-event and snack options, to para-athletes and support staff. The donation included Sultana Bran, Just Right Fusion and Special K brand cereals to help athletes maintain their dietary routine.

*"We're a committed member of our community and it's important that we support those – including athletes – that need help to achieve their dreams, goals, overcoming challenges and inspiring the next generation to strive," said Robert S., Marketing Manager, New Zealand. "Feeding the athletes is also part of our bigger commitment to ensuring people get a good nutritious start to the day."*

As part of their wider commitment to food security, Kellogg New Zealand works with the NZ Food Network to reach families in need, providing over 2 million servings in 2021 alone. The Tokyo donation was part of Kellogg's partnership with High Performance Sport NZ, an organization devoted to empowering the country's world-class athletes and inspiring the next generation of competitors.

*"The Tokyo initiative was a great fit with our Equity, Diversity & Inclusion ethos and a perfect opportunity to support athletes with different physical or mental health challenges to inspire others and serve as role models for all. Many of the athletes are self-funded, and every bit of support is truly welcomed and appreciated," added Robert.*





# Expanding Breakfast for Better Days in Japan

AMEA



In recent years, Japan, like most other nations, has faced the impacts of increasingly severe natural disasters tied to climate change. In response, government officials continue to encourage Japanese citizens to be better prepared for the next typhoon, earthquake or heavy rain.

In 2021, Kellogg Japan joined in on these efforts as part of its ongoing Breakfast for Better Days™ program. To mark the national "Disaster Prevention Day" on September 1st, Kellogg Japan initiated a program to provide cereal as a disaster food stock. The initial donation included 7,500 packs of cereal as an emergency food stock and 22,500 packs as food support to children's orphanages across the Shiga prefecture.

"Cereals have a long expiration date and can be easily eaten without using fire or electricity even in the event of a disaster, so it's a perfect food to stockpile," explained Minoru Y., Marketing Director, Kellogg Japan.





# Expanding Breakfast for Better Days in Japan

Since 2018, Kellogg Japan has been working with Shiga Prefecture on programs related to food and health, including food donations for children during the summer months, when school is out.



Kellogg's global Breakfast for Better Days program aims to donate three billion meals worldwide by 2025 to families in need of food assistance. Since 2015, Kellogg has fed nearly 200 million people facing hunger through food donations, including 300,000 meals annually in Japan.

Kellogg Japan's latest work on disaster preparedness also links to several of the United Nations' Sustainable Development Goals (SDGs). These include SDG 2 ("zero hunger"), SDG 11 ("sustainable cities and communities") and SDG 12 ("responsible production and consumption"). The Kellogg Japan team plans to further extend its donation reach moving forward.

*"The risk of natural disasters is increasing not only in Shiga prefecture, but also in Japan as a whole," said Minoru "In addition to collaboration with Shiga Prefecture, we will continue to explore the possibility of recommending rolling stock cereals at various touch points. We will also continue to work toward the realization of our vision of not just fed but fulfilled via this program."*





# Helping to address long-term unemployment for at-risk youth in Manchester



While the pandemic affected employment across all age groups and most industries, young people have been hit especially hard in the job market. In the United Kingdom (UK), unemployment figures among 16-24-year-olds peaked at nearly 15% in mid-2020, before falling to 11% by November 2021. Still, the number of young people who are economically inactive remains above pre-pandemic levels.

**In 2021, Kellogg’s Manchester, UK, plant joined a government-run program, called Kickstart, that offers six-month job placements for young people unable to find work. Kickstart targets 16-24-year-olds who are already receiving Universal Credit, a social support program that offers unemployed or low-income youth monthly payments to meet basic expenses.**

*“We saw Kickstart as a great opportunity to bring young people from underprivileged backgrounds, who would normally be at risk of long-term unemployment, into the plant,” said Andy S., Education & Training Manager for the Manchester Plant in Europe.*

As part of the program, Kellogg arranged job placements in the engineering, maintenance, operations and occupational health departments of the factory. The jobs are a minimum of 25 hours per week and pay at least the national minimum wage or national living wage.

*“The pandemic has limited the number of job opportunities in Britain as a whole. Some of our ‘Kickstarters’ have just completed a 2-year engineering qualification at a local college but there are limited opportunities to find a workplace placement,” said Andy. “By completing the scheme here at Kellogg, we hope they can go on and find further employment.”*

For many Kickstart participants, the experience has been a valuable training ground to explore new work and career options.

*“Going into a factory environment has helped me know what I would like to do and has given me invaluable experience and knowledge of how a food processing plant works,” said Scott U., a 24-year old participant in Kickstart at the Manchester plant. “The absolute commitment the company gives young people to not only work, but also train and gain experience that can be used in the future use is exceptional.”*

## Europe





# Meet our ED&I Champions



# Latin America

Guadalupe C.

Raul H.

Verónica L.



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# Latin America

**Raul H., Verónica L. and Guadalupe C. saw a meaningful opportunity to participate in the Equity, Diversity & Inclusion (ED&I) strategy for the Latin American Region (KLA), as its framework now expanded Kellogg's support to people with disabilities.** Since all three Kellogg team members have family members with disabilities, their work was also deeply personal.

***"The three of us have children with a disability. So it was important for us to get involved in some kind of initiative,"*** explained Raul H., Internal Audit Manager.

After the results of the 2021 ED&I survey revealed a higher-than-expected number of employees anonymously reporting disabilities, they decided to create a KLA chapter of the Kapable Business Employee Resource Group (BERG).

***"That survey opened our eyes to the number of people who had a disability but didn't want to even say so, which means they don't feel comfortable,"*** said Raul.

The new branch of Kapable – which is dedicated to supporting employees with physical, intellectual and emotional disabilities – soft-launched in December of 2021 and will officially launch in 2022.

Raul, Verónica and Lupita, who serve as co-chairs of KLA Kapable, say one of their big-picture goals is to shift the way we collectively interact with people with disabilities.

***"It's not just about Kellogg; I think it's a global cultural problem. When you talk about disabilities, you can see people have a lot of empathy for the situation, but they don't know how to act,"*** said Verónica L., Global Compensation Sr. Manager.

Raul H.



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For all three co-chairs and ED&I champions, creating positive change, both inside Kellogg and around the world, is top of mind.



***"I have a 12-year old with cerebral palsy, and when you live this situation, you feel like you need to do something for others. It's about putting that little grain of sand to make the world better,"*** added Verónica.

Verónica L.

***"A person with a disability is, first of all, a person. If we can focus on the abilities of the person we can make it a win-win for the company,"*** said Lupita C, Caribbean & Central America Commercial Finance Manager.

***"We are creating a better world for our son. If we can help him, we can make a path for other people with disabilities."***

Guadalupe C.





# AMEA

Nimisha D.

Sumit M.

Asfar K.

Ritika L.

Delnaz D.

Ranganatha G.

Karishma B.

Kinjal T.

Isheta M.



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# AMEA

This year's Equity, Diversity & Inclusion (ED&I) Champion for the Asia, Middle East and Africa (AMEA) region is not one single person, but a talented team of leaders from the Kellogg's India office.



Nimisha D.



Sumit M.



Asfar K.



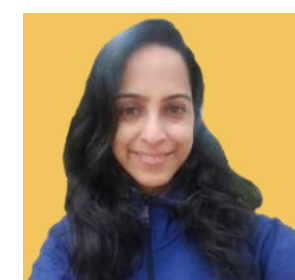
Ritika L.



Delnaz D.



Ranganatha G.



Karishma B.



Kinjal T.



Isheta M.

Throughout 2021, the team focused their efforts around gender equity, a central goal of Kellogg India's ED&I approach. The Company has set a target of reaching gender parity at the management level by the end of 2025.

**"Our efforts to build a more inclusive workplace and build greater gender diversity emerged from the fact that the most visible form of diversity is gender and one where we had a way to go to progress on our targets,"** explained Ritika L., *Human Resources Senior Associate Director*.

The Kellogg India team launched a comprehensive Women Of Kellogg (WOK) Talent Strategy, including a new Employee Value Proposition with inclusivity at its core. They also worked in parallel with the Talent Acquisition team to improve female representation in hiring slates. **In 2021 alone, the number of female leaders at Kellogg India increased by 10% to reach 40% representation.** They also worked to improve gender representation in sales and technician roles by offering additional safety programs for women in the field or working at the plants.

*"The biggest advantage of working in a team was the holistic viewpoint we could develop to address the gender parity issue,"* said Karishma B, *Corporate Communication Associate Director*. *"The factors impacting intake and retention of diverse talent were different for each employee pool. Having the wisdom of the team helped us address these unique issues in our plans."*

The Kellogg India team also worked across the Company to build a greater sense of inclusivity by focusing on three areas: Inclusive Allies, Inclusive Mindsets and Inclusive Workplaces.

As part of Inclusive Allies, the team helped re-launch the WOK (Women Of Kellogg) BERG as WOK & Allies to encourage greater participation among men. Inclusive Mindsets actions included the continued rollout of unconscious bias training and setting up diverse interview panels. Meanwhile, Inclusive Workplaces initiatives were built upon new policies beginning in 2018, including six months of paid maternal leave, company transportation for women during the night shift and hygiene infrastructure for the female sales team.

For the Kellogg India team, working together as a collective, has been a key part of their progress.

*"Another advantage of the team is that we have strong allies from the business who continue to challenge us on Key Performance Indicators (KPIs) and the progress we are making while supporting plans that are actionable,"* added Ritika. *"This inspires us to push the envelope further."*





# Europe

Miranda P.





# Europe

Diversity, particularly gender equity, has long been a passion for Miranda P., *Continental Europe's VP & General Manager*, and this year's (Equity, Diversity & Inclusion (ED&I) champion for the Europe (KEU) region. She first became involved in the Gender 50:50 Business Employee Resource Group (BERG) and other ED&I initiatives after noting the lack of female leadership within the Company.

**"I want people to embrace their differences, as it adds so much to our teams and companies. Equally, I find it critical that people can be their true selves at work,"** said Miranda.

As the executive sponsor for Gender 50:50 – Europe's BERG working towards gender equality –, Miranda has helped the Company make important strides towards its goal of gender parity. She also serves as the Partner Ambassador for the LEAD Network, a non-profit and volunteer-led organization seeking to inspire and enable men & women in the European retail and consumer goods industry to create a future of inclusion and gender equality at all levels. She played a key role in increasing the LEAD membership from 228 to 359 during 2021.

Miranda says her understanding of the challenges women face in the workplace shifted further after becoming a mom.

**"Society in general was much harsher on me than my male counterparts, and I felt judged constantly for working full time and travelling a lot,"** she said. **"I often think companies might assume women who have kids are less ambitious, but it was the opposite for me. It's important that managers do not have unconscious biases around working moms."**

Miranda says she is proud of the progress the Company has already made on its ED&I goals, like reaching gender parity at some of the key leadership levels in Europe. But that is not the end of her diversity journey, or Kellogg's.

**"We can go further, especially on allyship across the wider organisation, to truly bring equity,"** she said. **"Allyship is something we all can and must do to make equity the keystone of everything we do."**

She added: **"I think it is critical we listen to each other. None of us have the same stories or backgrounds. But just being open and trying to understand the other person's perspective is an important way we can all play a role in further ED&I."**

Miranda P.



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# North America

Wilson R.





# North America

**This year's Kellogg North America's (KNA) Equity, Diversity & Inclusion (ED&I) Champion is on a mission to destigmatize mental health. Wilson R., Retail Operations Senior Director, has been working alongside other leaders and members of the Kapable Business Employee Resource Group (BERG) to spark conversation around this important topic and meaningfully expand access to mental health services within Kellogg.**

He also has a deeply personal connection to the topic of mental health. He says he has family members that have struggled with depression and anxiety, he lost a nephew to suicide and his daughter was diagnosed with borderline personality disorder. At the start of the pandemic, he also lost his mother during widespread quarantine lockdowns.

***"I needed help and a lot of people don't want to talk about that," he said. "A lot of people need help though. If I have a problem with my heart I can go to the doctor, but no one wants to talk about needing to get help for the most complicated organ in your body, your brain."***

He sees mental health awareness and care as directly linked to not only Kellogg's ED&I strategy, but also overall employee engagement.

***"You come to work every day and bear that burden. So we have to acknowledge what we are going through so people can bring their whole selves to work," he said.***

Wilson R.



The KNA branch of Kapable, the BERG that advocates for current and potential employees affected by disabilities which Wilson co-chairs, has been working to expand mental health awareness and outreach in multiple ways. Throughout 2021, the team held mental health activations like "Movember Mondays," where Kellogg employees and leaders shared their personal experiences with mental health.

In early 2022, they also launched a mental health first-aid training program called Lean On Me. The program, which reached 90 people in its first phase, trains participants to spot signs of mental health or substance abuse challenges in their colleagues and teaches them how to respond. Kapable also partnered with the Employee Assistance Program to onboard a new mental health care provider with expanded care options for eligible employees.

Kapable plans to expand the Lean On Me program to train another 100 employees, as well as continue its mental health awareness activations around Movember, World Mental Health Day and other events.

***"We're trying to bring the discussion of mental health out of the dark because it's something we all face and I'm really passionate about that,"*** he said.



**LEAN ON ME**  
Mental Health First Responder Program



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A place at the table  
for everyone







# Supplier Diversity





# Supplier Diversity

**We strive to do business with diverse suppliers who represent our consumers and the communities where we live and work while also ensuring our customers, employees and supplier partners benefit from our partnerships.**



**Kellogg relies on over 20,000 incredible suppliers from around the world.** Our supplier partners from ingredients, packaging, indirect services & co-manufacturing each play a critical role in helping us achieve our vision to enrich and delight the world through food and brands that matter.

## Did you know?

- A diverse supplier is a business that is at least 51% owned and operated by an individual or group that is part of a historically underrepresented or underserved group.
- By opening up to a diverse pool of businesses, Kellogg brings a higher volume of innovation and unique ideas to the table.
- Our supplier diversity efforts create jobs in historically underutilized communities.
- Kellogg aims to create a supply base that reflects our employees, customers, consumers and communities.

### SUPPORTING DIVERSE SUPPLIERS

In 2021, we allocated **\$410,227,911** on *Tier 1\** diverse suppliers and **\$52,022,219** on *Tier 2\**

*\*Tier 1* supplier diversity spend represents the direct relationship between Kellogg Company and our diverse suppliers.

*\*Tier 2* spend is counted when Kellogg's aligned suppliers' contract with diverse suppliers and report that spend back to us.

## You want to learn more about Supplier Diversity at Kellogg?

[Click here for more information](#)

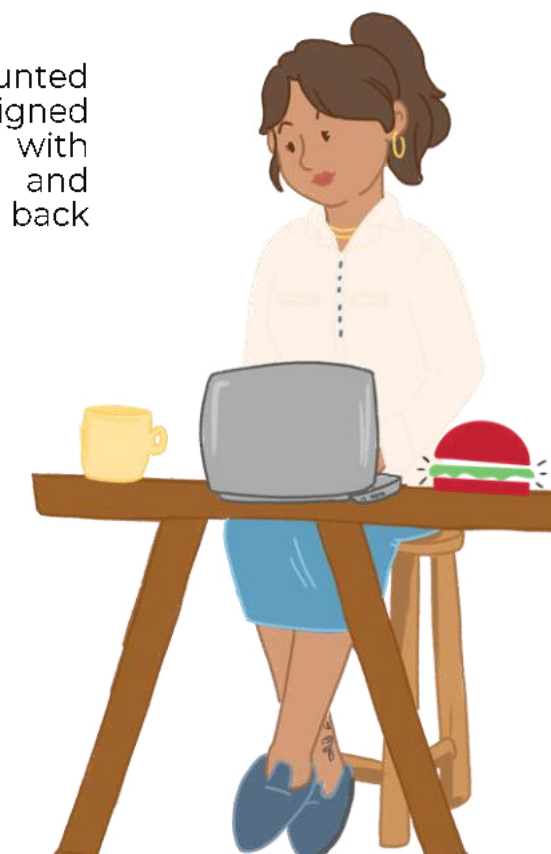


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# Kellogg's Supplier Diversity program makes an impact around the globe

**Kellogg North America's supplier diversity program has long been an essential component of the Company's overall Equity, Diversity & Inclusion (ED&I) strategy, residing within the procurement team and providing both internal and external support and expertise.**

*"Supplier diversity programs help create a supply chain that is representative of our communities, consumers and investors," says Debra Q., Supplier Diversity Manager. "Supplier Diversity supports our Kellogg's® Better Days commitment and aligns with our founder's vision."*

**The program in North America focuses on diversity throughout the supplier life cycle, from discovering suppliers and connecting them with opportunities and resources,** to guiding certification and navigating Kellogg requirements and our sourcing process, to the milestones of awarding business and developing supplier-led/ Tier II programming. Kellogg looks to growth opportunities for these partners and support them full circle with succession and strategic planning.

**Now, the goal is to bring these benefits to other regions where Kellogg operates.**

In 2021, efforts were expanded to grow supplier diversity internationally, starting in the European region. In partnership with WEConnect International, a not-for-profit organization focused on economic empowerment for female business owners, we began to identify women-owned businesses as potential suppliers.

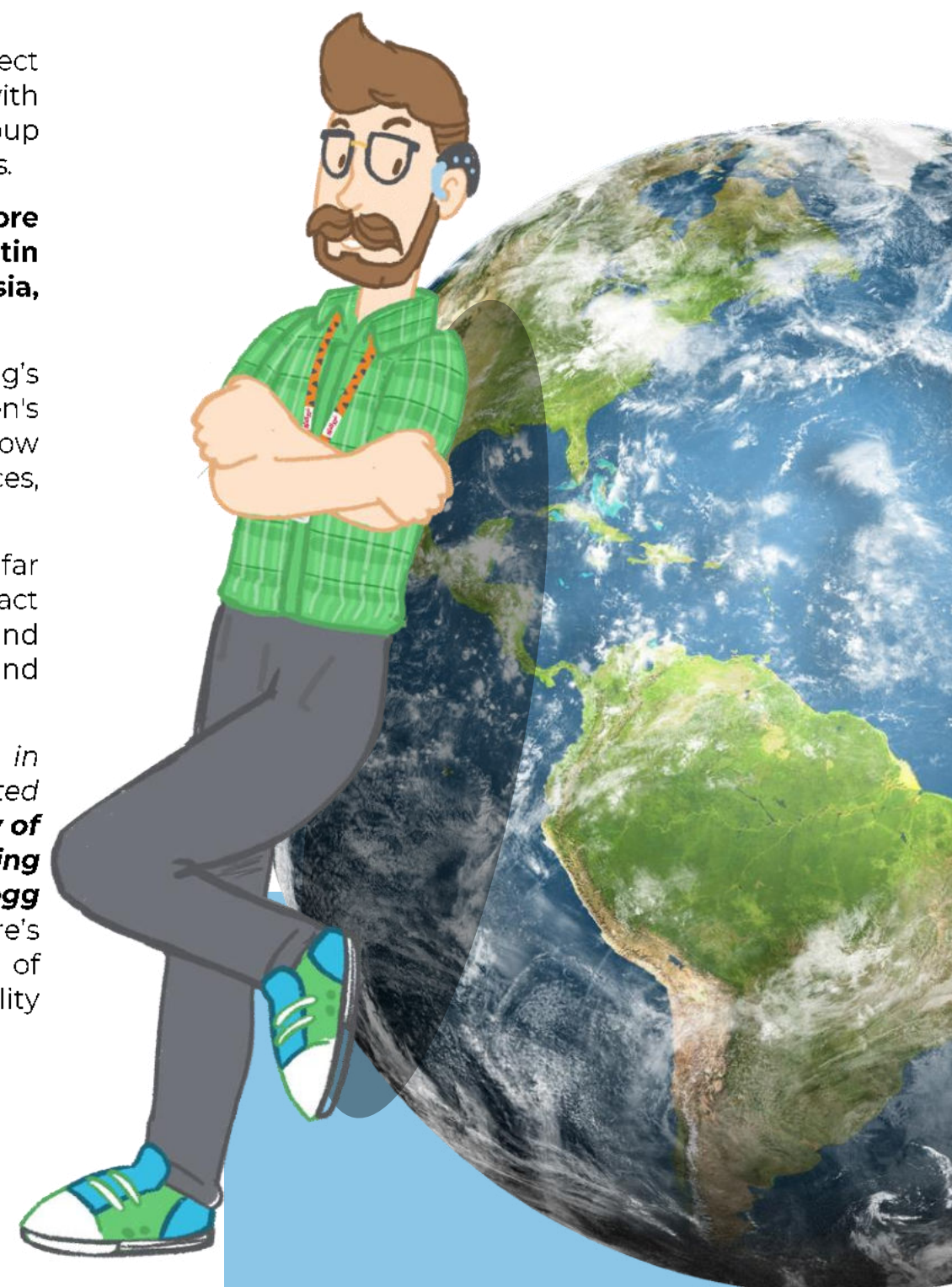
Other activities include participating on the WEConnect Europe corporate advisory council and partnering with other council members to launch a working group focused specifically on the food and beverage industries.

**Similar efforts to identify and partner with more women-owned suppliers are underway in the Latin American region, with future plans to support the Asia, Middle East and Africa (AMEA) supply chain as well.**

Focus on women-owned businesses supports Kellogg's commitment to the United Nations Women's Empowerment Principles, which guide businesses on how to best support gender equity in workplaces, marketplaces, and communities worldwide.

Support of diverse businesses drives positive impact far beyond business ownership. We generate positive impact through income at suppliers, at upstream providers and therefore, in the communities where employees work and live, furthering the benefits of economic activity.

*"Supplier diversity programs help to create jobs in historically under-utilized or under-represented communities," said Debra. "They also bring a diversity of thought in bringing new products, flavors or packaging innovations to us, which is important to help Kellogg stay competitive in a changing marketplace."* There's also direct impact on shelf-consumer awareness of Kellogg's supplier diversity efforts lift brand favorability and purchase decisions.





# Kellogg's Supplier Diversity program makes an impact around the globe



Ultimately, Debra says, supplier diversity initiatives not only support key business goals but can also impact the communities Kellogg reaches, whether in the U.S. or around the globe.

In conclusion, **supplier diversity is a key element contributing to Kellogg Environmental, Social and Governance (ESG) by creating economic growth and jobs, encouraging equity, diversity & inclusion in the supply chain, supporting sustainable business practices, and sharing the wonderful stories of our diverse suppliers with consumers around the globe.**

## North America



"Since the inception of our partnership, Kellogg has provided a platform to enable us to enter new markets, removing significant barriers of entry, while promoting organic growth within our current Kellogg portfolio.

Kellogg has had a direct impact on local economies but most importantly the communities pivotal in supporting and driving economic growth during this unprecedented time."

- **Andy Khera**, owner of Charger Logistics Inc.  
dedicated to transport services in Brampton, Canada

## Europe



"As a 100% women-owned business, with at least 90% women within our team, we are very focused on supporting women in business and working mothers. We are very much in favor of the supplier diversity initiatives that Kellogg and other advertisers have put in place to drive growth for minority-owned businesses. It's time to get serious about creating and supporting a vibrant culture of female entrepreneurship in the UK and unleash this incredible resource for the good of women and society."

- **Claire Randall**, owner of Consulting Limited, a  
Global Production Consultancy in London, England







# Kellogg's Supplier Diversity program makes an impact around the globe



## AMEA



"Kellogg offering opportunities to small businesses and especially women-owned business is admirable as it positively impacts communities. This is even more important in a country where women are still marginalized. It reminds me of the saying, "you empower a woman, you empower a nation."

My favorite part about working with Kellogg is that I can apply my Occupational Health knowledge, which I am passionate about, not only supporting Kellogg but also making a difference to the employees' wellness journeys"

**- Petronella Melesi**, owner of Tsebolesedi Health Service in Johannesburg, South Africa

## Latin America



"Conducting business with Kellogg has positively impacted our credibility and visibility within the industry in Latin America, as it is one of our largest and most iconic accounts."

Working in partnership with a company that owns a strong diversity program enables independent agencies like Visual Latina to secure equal opportunities to bring new creative perspectives and ideas to the retail landscape, while having the endorsement and support of Kellogg."

**- Guadalupe Cano**, owner of Visual Latina LLC in Santiago, Chile





# BERGs





# BERGs



[Click to watch the video](#)

Our **Business Employee Resource Groups (BERGs)** help to create an environment of inclusion and belonging, enabling our employees to bring their authentic **whole selves** to work and achieve their full potential.



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## BERGs in North America making tangible community impacts throughout a challenging year

### North America

In 2021, Business Employee Resource Groups (BERGs) in Kellogg's North America region kept collaborating and expanding, even through another year spent largely outside the office.



**K-Pride & Allies (KPA) continued their work with GLAAD to advance LGBTQ+ advocacy**, both within the company and externally. Some of the BERGs' most important events in 2021 included the launch of the Together with Pride cereal campaign. The special-edition All Together cereal, previously only available online, was also available in select retailers this year. **For every box sold and receipt uploaded, Kellogg's donated \$3 to our partners at GLAAD to combat bullying.**

A social media campaign under the hashtag **#BoxesAreForCerealChallenge** emphasized the importance of allyship and support for transgender and gender-nonconforming communities. All told, **the campaign raised \$240,000 for GLAAD's efforts.**



**K-Pride also supported Spirit Day, an annual event created by GLAAD to raise awareness of anti-LGBTQ+ bullying.** Every year, Spirit Day participants wear purple in a show of support and acceptance for LGBTQ+ youth.

*"We feel that we must focus on the areas of greatest need in the LGBTQ+ community, combating bullying and fostering a world where people can thrive and everyone has a seat at the table," said Ben S., Philanthropy Senior Manager and KPA Co-Chair.*

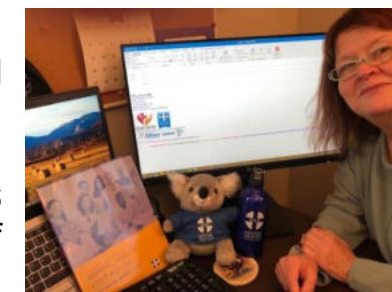


**Women of Kellogg (WOK+) partnered with other BERGs in the region to host an inclusive event focused on allyship and women's leadership in January of 2021.** Working together with KAARG, HOLA and KMERG, these groups hosted an **International Women's Day event that was attended by over 700 attendees globally.** The event used insights from an in-depth study on women in the corporate workforce – conducted by McKinsey and LeanIn.Org – to highlight issues like representation, burnout during the pandemic and women's mental health.

**KVets made important strides on supporting employees who are in active service through a major policy change.** In May 2021, Kellogg North America changed its Military Leave of Absence Policy to provide paid leave of up to 15 calendar days for employees required to participate in military training. Previously, this time was unpaid for employees needing leave.

*"As both a leader on the BERG and an active service member, it is great to be both heard and appreciated. Policy changes like this make me thankful that I am able to both have a great career at a place like Kellogg, and still be able to serve my country," said Morgan D., Facilities IT Senior Manager and KVets member.*

**Kapable also pursued important policy changes in 2021, helping to provide employees with improved access to mental health care under employer-provided insurance.** The BERG also worked to introduce *Lean On Me*, a mental health first aid program that teaches participants how understand and respond to signs of mental illness and substance use disorders. For more on this program, see our KNA ED&I Champion's story [here](#).





## BERGs in North America making tangible community impacts throughout a challenging year

In early 2021, in response to the alarming increase in hate crimes against Asian American and Pacific Islander (AAPI) communities, Kellogg Multicultural Employee Resource Group (KMERG) hosted a series of in-depth conversation and allyship events. Titled *Connect, Reflect, and Support: Standing Against AAPI Racial Injustice with KMERG*, the events became a space for open conversation and sharing.

*"These conversations brought forth incredible engagement from the Kellogg community and our membership,"* said Christina T., Senior Data Operations Analyst and KMERG member. *"We were able to provide a safe space and encourage open dialogue and two-way conversations for many in our Kellogg family to share feelings and stories..."*

One of Kellogg African American Resource Group's (KAARG) most notable contributions in 2021 was the February launch of the Black History Every Month campaign, which seeks to honor the contributions of Black food innovators throughout the year. **KAARG's campaign also focused on food injustice by supporting non-profits and raising awareness of the inequitable impacts of hunger and food insecurity.**



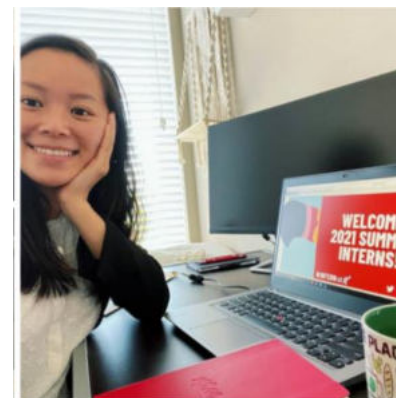
As part of this work, KAARG awarded six **non-profits \$20,000 each for their food justice and sustainability work**, and helped the United Nations World Food Programme and Street Art for Mankind bring their "Zero Hunger" mural series to six cities across the country. In addition, KAARG joined with the Kellogg Family Rewards, which contributed an incremental \$30,000, bringing the total contribution to **\$150,000.**

Meanwhile, throughout 2021, HOLA, our BERG dedicated to empowering the Latin employee community, worked to develop its membership through internal and external activations. **The BERG hosted regular panel conversations, called *Cafecito con HOLA*, with senior leaders sharing their experiences, as well as workshops on Hispanic and Latin**

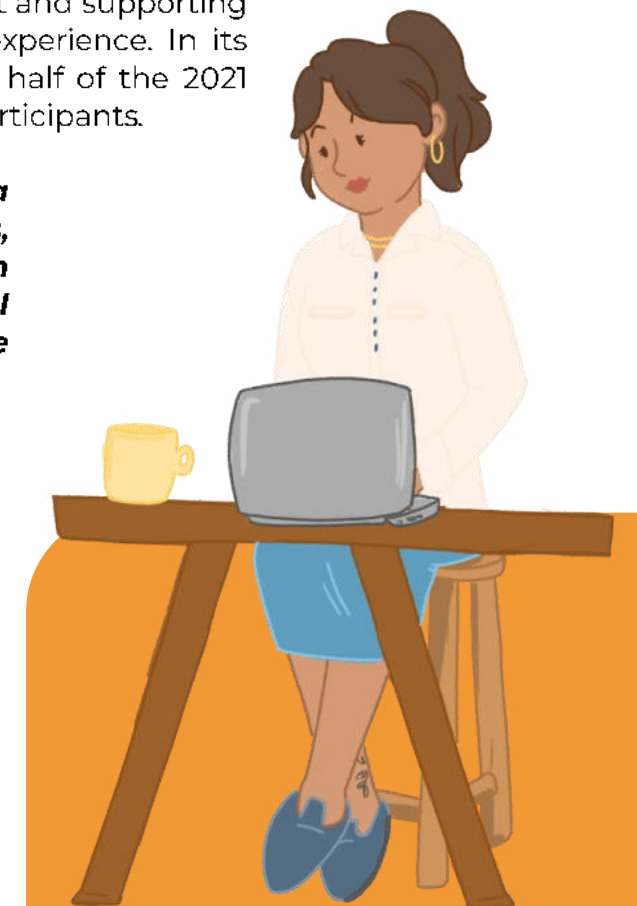
**cultures and Kellogg's operations in Hispanic countries. HOLA also partnered with the Hispanic Alliance of Career Enhancement (HACE) to offer development and training resources to members.** Through HACE, HOLA members could access communication and leadership workshops, and ten high-potential employees also enrolled in *Mujeres de HACE* and the *Emerging Latino Leader Program*.



The Young Professionals (YP) BERG continued its mentorship program to pair an incoming intern with a YP member. Known as the *YP Mentorship Matchup*, the program helps YP members gain valuable insights into management and supporting younger colleagues, while helping interns navigate their Kellogg experience. In its second year, the program attracted over 40 interns, or more than half of the 2021 intern class, and earned an "extremely valuable" rating from 95% of participants.



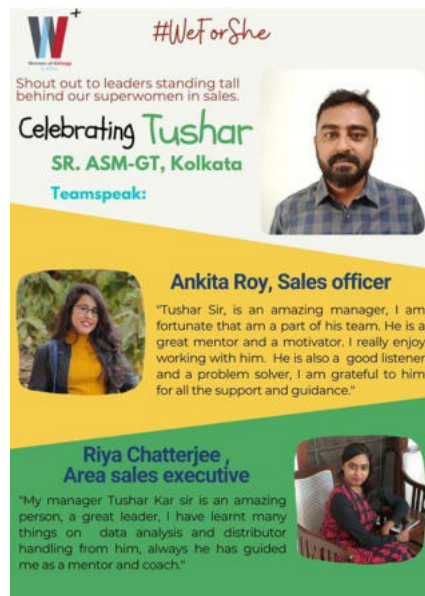
*"The YP mentorship program was a great way to meet the new interns, help them with their career, and even build my own leadership qualities. I really enjoyed taking part in the program,"* said one mentor.





# Across the globe, BERGs expand their footprint and deepen their impact

**In 2021, Business Employee Resource Groups (BERGs) around the world made inroads into new territories while continuing to create meaningful impacts within the company.**



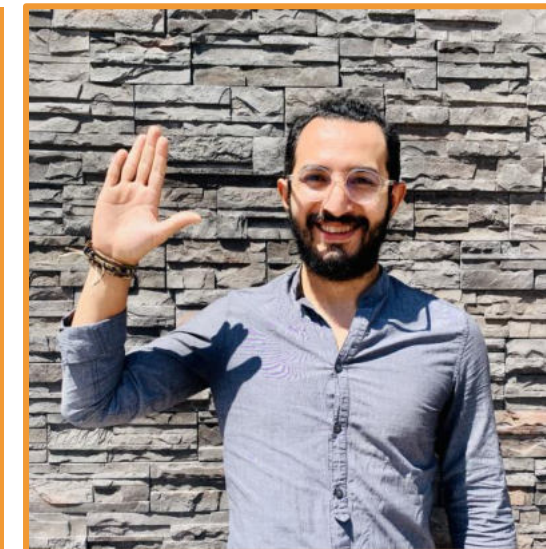
Throughout the year and around the globe, the Women of Kellogg (WOK) BERG was busy expanding its reach. **In the AMEA region, the BERG relaunched in November 2021 as WOK & Allies, or WOK+.** As WOK+, the group remains dedicated to achieving gender equity and supporting women, while welcoming male allies as well. As part of the relaunch, BERG leaders held Inclusion Week, a collection of events and engagement activities, including a “Did you know?” learning series on inclusive policies, and held a sharing session with WOK leaders around the globe. During Inclusion Week, the Sales team also launched its WeForShe campaign, which seeks to recognize male leaders supporting women in sales.

Meanwhile, Kellogg Australia & New Zealand became the first in the AMEA region to offer the **Work + Family Hub, a new one-stop shop to help support employees balance work and life responsibilities, particularly caretaking duties at all life stages.** WOK helped launch the Hub, which is offered in partnership with Parents at Work, a leading provider of work and family services for companies. Resources offered include checklists, podcasts and webinars, along with innovative programs like a virtual vacation resource for kids aged 5 to 12.



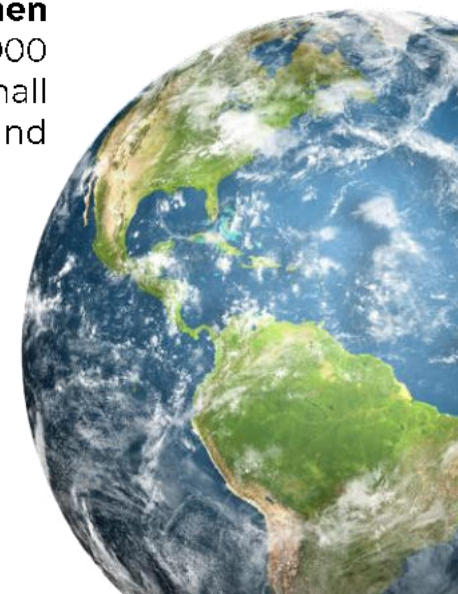
International Women’s Day (IWD), on March 8th, remained a focus for WOK chapters around the world in 2021. WOK teams around the globe rallied around the official theme for IWD, #ChooseToChallenge. The campaign, organized through Yammer, encouraged all Kellogg employees to call out gender bias and identify barriers to gender equality.

**“I #ChooseToChallenge prejudices and gender inequality by being conscious that we live in an unfair society, breaking the pact in every sphere and embracing a healthier version of masculinity. But above all, I recognize and celebrate the rights and accomplishments of women.” – Hernán V, IT Data Office & Commercial Solutions Senior Manager.**



Regional WOK groups also celebrated IWD in their own ways. Latin America’s chapter (KLA), for example, hosted a regional town hall on **imposter syndrome – a common pattern among high-achieving women who doubt their abilities and success** – that was attended by nearly 900 employees across the region. And in AMEA, WOK+ tied a regional town hall on the launch of the new Equity, Diversity & Inclusion strategy to IWD and created a video on the importance of gender parity.

**In Latin America, WOK continued to expand its footprint through the launch of a Brazil chapter.** Meanwhile in Mexico, WOK led Kellogg’s participation in the Women Economic Forum, annual cross-industry event focused on female empowerment in the workplace, for the second year running.





# Across the globe, BERGs expand their footprint and deepen their impact

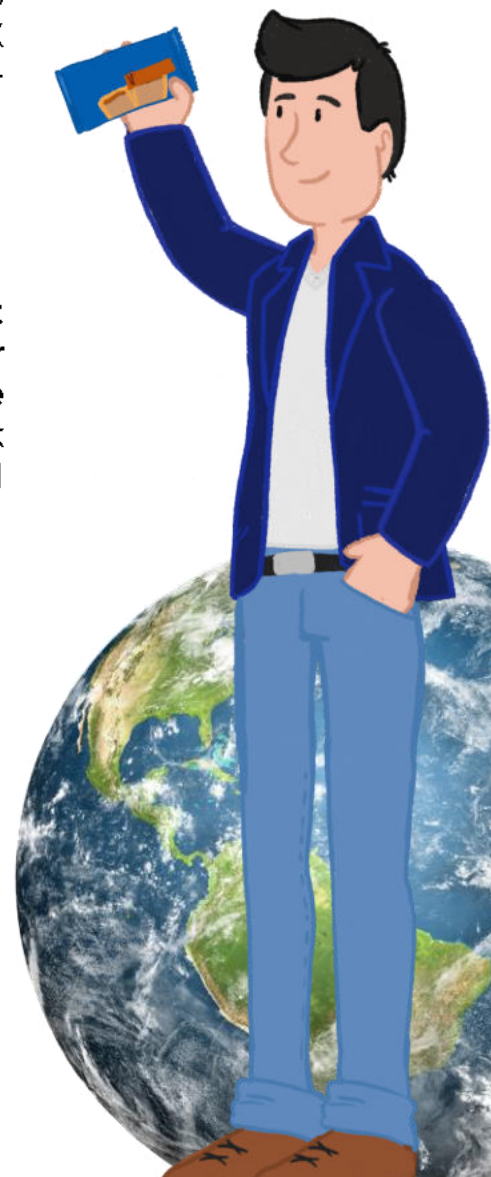
In the European region, **the Gender 50:50 BERG continued its partnership with LEAD Network at their annual conference** in 2021. Kellogg leaders participated in panels on topics like male allyship and career conversations, and over 30 employees, many of whom are BERG members, attended the event. Over 350 employees signed up to become part of the LEAD Network and a team of Kellogg volunteers are also involved in the LEAD Education Committee, as well as local LEAD chapters.

The K-Pride & Allies (KPA) BERG also had a busy year around the globe. **In Latin America, the KPA core team quadrupled in size in just one year and launched a new KPA chapter in the CARICAM region.** Across the region, transgender visibility was a major theme throughout the year through speaker events podcasts. Transgender activists held talks on topics like trans visibility and trans youth to share their experiences and help educate KPA members and other Kellogg employees on transphobia and other challenges faced by the trans community.



Latin America KPA also collaborated with local non-profits focused on LGBTQ+ communities through food and clothing donations, and earned Kellogg Mexico a perfect score on its Human Rights Campaign Equidad MX certificate for LGBTQ+ inclusion.

**In Germany, KPA organized a Summer of Pride celebration that included a LGBTQ+ awareness workshop, the opening of a gender neutral bathroom in the Hamburg office and team participation in the Hamburg Pride Bike Ride.** The activation won the Prout At Work Foundation Pride Day Contest in 2021, as well as a Pride Champion seal from the Uhlala Pride Audit and Certification program.

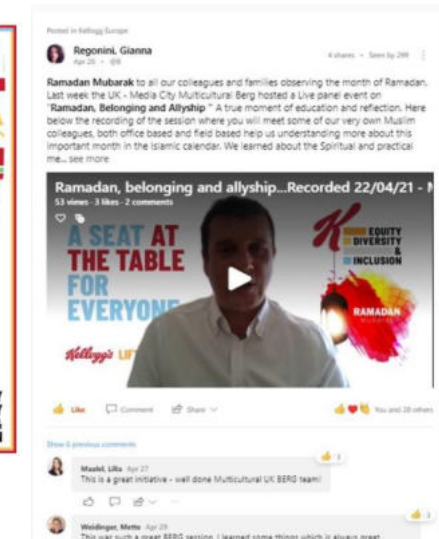




# Across the globe, BERGs expand their footprint and deepen their impact



Also in Europe, the Multicultural BERG held over a dozen Building Cultural Competence training sessions to teach participants tools and practices to engage in cross-cultural collaboration and overcome any challenges. The trainings reached over 200 people across the European region, with an average participant rating of 4.5 out of 5.



Finally, the Young Professionals (YP) group in Latin America continued to expand across the region. **In 2021, YP relaunched in the CARICAM region and consolidated its program in Brazil to better facilitate feedback and resource sharing within each chapter.** At the end of 2021, Latin America KPA held a week-long series of events on a range of topics on maximizing a career with Kellogg, with nearly 200 participants each day. The BERG also developed an early career mentoring program that matched 50 mentor-mentee pairs.

The Latin America region also welcomed the launch of a the **Kapable BERG**, which you can read about in our KLA ED&I Champions' [story](#).







# Global Awards & Recognitions



2021 Diversity Inc. Top 50  
Companies for Diversity  
**North America**



2021 Forbes World's Top  
Female Friendly  
Company  
**North America**



2021 HRC-"Best Place to Work for  
LGBT Equality"  
**North America**



2021 Military Time "Best for  
Vets" Employers  
**North America**



2021 Best of the Best  
Corporation for Inclusion  
**North America**



2021 LGBTQ Business  
Equality Excellence Award  
**North America**



2021 Women's Forum of New  
York Corporate Champions  
**North America**



2021 HRC Mejores Lugares  
Para Trabajar (México)  
**Latin America**



2021 Employer of Choice  
for Gender Equality  
(Australia)  
**Asia, Middle East & Africa**



2021 Pride Champion  
(Germany)  
**Europe**



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# FEATURES

*A place at the table for everyone*

# 2021

If you have feedback, or an idea to share, please share with us via [E\\_D\\_I@kellogg.com](mailto:E_D_I@kellogg.com)

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