



# FEATURES 2020



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# LET'S START!



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A Message from Our

# CHAIRMAN & CEO

Welcome to Features, Kellogg Company's annual publication highlighting our **Equity, Diversity and Inclusion** (ED&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 company vision is a good and just world where people are not just fed but fulfilled. **Our purpose is creating better days and a place at the table for everyone through our trusted food brands. Our strong focus on ED&I is paramount to achieving our success.**

This year, Kellogg celebrates 115 years as a company. Throughout our history, we've held fast to the belief that our greatest strength lies in our 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 our employees to share their diverse perspectives, we can do our best work, be more creative and achieve our potential – which is good for all of us and good for business.

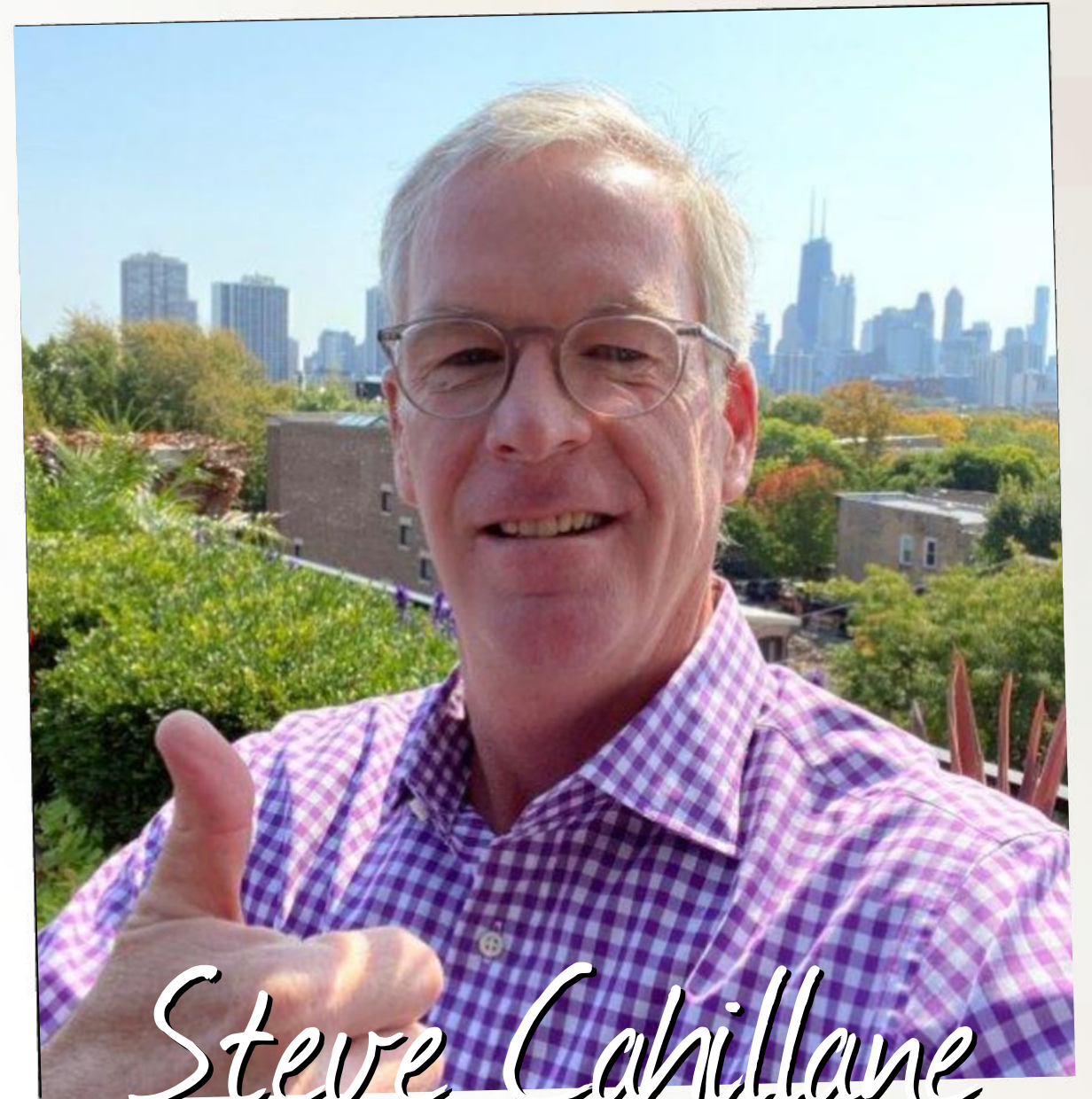
As you read the many stories in this Features report, you'll see how ED&I is part of the fabric of who we are. Our incredible people around the world consistently demonstrate a passion for our K Values and for creating a culture of belonging where everyone has a place at the table.

I'm proud that Kellogg is continually recognized for our ED&I efforts. Kellogg was named a Top 50 Company for Diversity by DiversityInc, and we achieved a perfect 100% score on the Human Rights Campaign's Corporate Equality Index for the 11th year in a row. For all of us at Kellogg, ED&I is more than simply "the right thing to do." ED&I is one of our founding principles and creates a competitive advantage for our company.

Thank you to our employees, our partners and to all who gather united around our Kellogg table to enjoy our beloved brands and products around the world.

*Sincerely,*

Steve Cahillane  
*Chairman and Chief Executive Officer*



*Steve Cahillane*

A Message from Our

## VP OF TALENT & CHIEF DIVERSITY OFFICER

I am very proud of our unique culture at Kellogg. In every corner of the world, our people consistently demonstrate respectful and inclusive behaviors every day. Our leaders provide a safe environment for courageous conversations, our differences are embraced in the workplace, and everyone strives to ensure a culture where individuals feel they belong – in meetings, in the community, and among one another.

As you read this edition of Features, you'll understand that **Equity, Diversity and Inclusion** (ED&I) is a top priority in every region and country in which we operate. This year, we elevated the importance of ED&I even further by introducing an enhanced global ED&I strategy. At the core is a focus on **Leading with Equity** which underscores our commitment to uplifting each other and embracing our differences.

**Equity** is about removing tangible and intangible barriers to ensure our company's practices are fair and consistent in the workplace, marketplace and community. We consider equity the foundation needed to ensure **diversity and inclusion**, and it must be inherent in all we do.



Each year, **Features** is our way to share our ED&I progress and inspiring stories around the world. In this issue you will read about our work to establish ED&I champions around the world, how in North America our employee resource groups (BERGs) joined forces to offer professional development opportunities, the strength that comes from gender equality as told in our AMEA region, how our European team developed braille boxes in honor of World Sight Day, and much more!

We want to be a company that nourishes the world, in every way possible. My vision is for Kellogg to be a recognized leader for Equity, Diversity & Inclusion. More than ever, we want to amplify what makes Kellogg a great place to work. 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). Thanks to all who share Kellogg's commitment to **Equity, Diversity & Inclusion**.

*Sincerely,*

Priscilla Koranteng  
VP of Talent and  
Chief Diversity  
Officer

A Message from Our

## CHIEF HUMAN RESOURCES OFFICER

We're proud to celebrate this 11th edition of **Features** and over a decade of highlighting the many efforts and accomplishments of our colleagues from around the world.

As we continue to navigate the challenges of a global pandemic, our focus on our people has never been more critically important. Supporting the wellbeing of our employees, and valuing them for their unique perspectives, ideas and contributions has been, and will continue to be, a big factor in weathering whatever hurdles we face. That is why this year we've put an even greater focus on **Equity, Diversity and Inclusion** (ED&I) as a core part of our Deploy for Growth people strategy.

Kellogg's commitment to ED&I is not new. We have always held fast to our belief that we must treat everyone respectfully and inclusively. More than a century ago, our founder, W.K. Kellogg, was a pioneer in employing women in the workplace and reaching across cultural boundaries. Throughout our rich and proud history, we have made significant strides toward the more equitable inclusion of people of all backgrounds.



Now, 115 years later, we have elevated ED&I even more with special focus on ensuring fair and equitable practices across our workplace, marketplace and communities. Our enhanced global efforts to have an open, inclusive environment where everyone's ideas, views and perspectives are sought and valued – with a focus on equity for all – is the cornerstone of our company's commitment to ED&I. This focus is reflected in all our human resources practices including hiring, career development, performance management, employee benefits, rewards and recognition.

We have a vision to become a best-in-class company for ED&I. This means our workforce reflects the diversity of the consumers and communities we serve. It means being a sought-after employer, where Kellogg is considered a great place to work because of our reputable culture. It means our employees feel they can bring their whole, unique selves and best ideas every day. We continue to pursue this vision and are firmly committed to making continued progress.

*Sincerely,*

Melissa Howell  
Chief Human Resources Officer

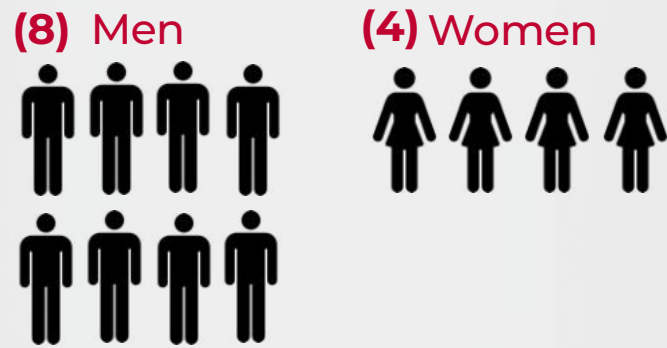


# DIVERSITY SNAPSHOT

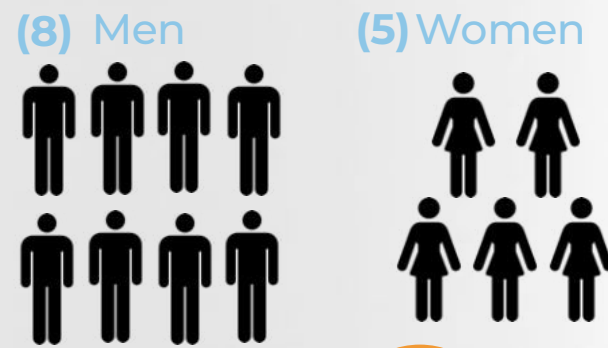
# AWARDS & RECOGNITIONS

## WORKFORCE REPRESENTATION

### Global Leadership Team



### Board of Directors



### GLOBAL FEMALE REPRESENTATION

Aspirational goal of gender 50/50 parity at the management level by the end of 2025

**35.8%**  
Salaried/Production (All)

**45.7%**  
Salaried

**43.4%**  
Management

**36.6%**  
Executive



### US RACIAL UNDERREPRESENTED TALENT

Aspirational goal of 25% Underrepresented Talent at the management level by the end of 2025

**36.3%** Salaried/Production (All)

**22.2%** Salaried

**21.1%** Management

**25.5%** Executive

US Veterans **4.8%**

US Employees members of a BERG **21.2%**



### SUPPORTING DIVERSE SUPPLIERS

In 2020, we allocated 7.6% of our total North American spend on 52 certified diverse suppliers, this translates into more than

**\$430 million**

2020 results reflect the first full-year impact of the divestiture of Keebler and other product lines.



### DIVERSITY RELATED PHILANTHROPY

In 2019, more than **94%** of our global cash & in-kind contributions from Kellogg Company and its charitable funds were given either to an organization that served people in need (e.g. Feeding America, United Way) or to diversity-specific organizations.

2020 data available in 2021 Features report.



BEST FOR VETS / KNA



LGBTQ+ BEST PLACES TO WORK / KNA



BEST OF THE BEST CORPORATIONS INCLUSION / KNA



AMERICA'S TOP CORPORATIONS FOR WOMEN BUSINESS ENTERPRISE / KNA



CORP! MAGAZINE SALUTE TO DIVERSITY AWARD / KNA



OMNISO: TOP 50 CORPORATIONS FOR MULTICULTURAL BUSINESS OPPORTUNITIES / KNA



LGBTQ BUSINESS EQUALITY EXCELLENCE AWARD / KNA



DIVERSITY INC TOP 50 COMPANIES FOR DIVERSITY / KNA



BEST WORKPLACES FOR WOMEN IN INDIA / AMEA



LGBTQ+ BEST PLACES TO WORK / KLA



PAR RANKING / KLA



NORTHERN POWER WOMEN SHORTLIST / KEU



# KELLOGG'S EFFORTS TOWARDS RACIAL EQUITY

2020 was the year in which our work towards racial equity accelerated. The murder of George Floyd and other tragic events served as a catalyst to bring about powerful conversations and change. Our company took a holistic approach to ensure our employees, partners, and those in our communities were able to join us through engaging and intentional efforts.

## HOPE AND HEALING

Our first step was to ensure our employees had an opportunity to express themselves and have a safe space to learn from one another. We created awareness about racism through many avenues, such as the first global Hope and Healing town hall and other employee town halls hosted by functions across the company. As an organization, we communicated our position against racism, committed \$1M to the National Association for the Advancement of Colored People (NAACP) legal defense fund, as well as hosted the first Juneteenth event to drive understanding of racial history in America. Through a series of sharing sessions, numerous Kellogg employees exhibited tremendous courage in telling about personal experiences and sharing perspectives on how we all can be agents of change. For example, in our North America region, Amber J., Sr. Director, Human Resources, powerfully shared with the U.S. Sales function her perspectives on what we can all do to drive meaningful change. Likewise, Anthony H., Sr. Manager, Commercial Strategy, shared his thoughts on what it means to be a powerful ally.

In our European region, the leadership team hosted an inspiring race relations panel focused on racial bias and barriers to provide a safe place for dialogue and education. The collective efforts across our company to confront the topic of racial injustices unlocked a tremendous sense of team unity and inclusion.



“If you want to know what you can do: stand up for us too, to say and support the idea that Black lives matter doesn't mean that others don't, this isn't an either/or thing - otherwise that's the mere definition of supremacy - there's enough support and understanding for all of us.”

Amber J.  
Sr. Director Human Resources



“A lot of people think that having a Black friend is enough. My question to them is 'what is the depth of the conversations with those friends and how are you supporting them through these trying times?'”

Anthony H.  
Senior Manager, Commercial Strategy, RTEC



“I admire the candor and bravery of the panelists in sharing their tough experiences and those listening in to be so humble and empathetic towards this necessary but uncomfortable conversation.”

- European Region Panel Attendee



A PLACE AT THE TABLE for everyone

## LEADERSHIP ACTION PLANNING

Our second step was to establish concrete leadership actions that outlined how we would work together to achieve racial equity. As a result, we established racial equity commitments in the U.S. and Canada focused on specific actions for our colleagues, business, and communities. These commitments outline how we will accelerate the development and advancement opportunities of our underrepresented talent, ensure equitable, diverse and inclusive strategies from our agency partners and suppliers, and how we will invest in our communities.

# LEARNING

The third step of our comprehensive approach focused on providing engaging racial equity learning solutions. For example, we introduced Let's Talk About Race Take 10 interactive learning module.

We also hosted a four-part Race Conscious learning series with our employees. The series included sessions entitled:

- Hear Me: The Black Experience
- Moments of Choice: Moving with Intent
- Stand by Me: Allyship
- and Don't Talk Do: What is YOUR Next?

These sessions allowed leaders and employees from across the region to share and provide their perspectives.

Feedback shows this program was well-received by the organization, with roughly 3,600 attendees participating. Ashanti M., program leader stated, "We're living in unprecedented times where the courage to be open, honest, vulnerable and actionable is paramount. We must work collectively to show up and ensure that equity is actualized in alignment with our Company's K Values." The feedback from our employees echoed this sentiment. Our employees shared feedback such as:

“I am so grateful to the presenters for their honesty and directness and feel we are started on the right path. These discussions have had a great impact on me personally and professionally... THANK YOU!”

“Excellent content! It was important and relevant information and the fact that it came directly from our Kellogg people made it even more relatable. A sincere thank you to all who shared their insights and stories!”

“I think it's past due to be talking about this. Also, thank you to the panel for being able to speak about this issue and really provide insight. I want to be an ally for my brothers and sisters.”

“Thank you again for creating this series; I am a work in progress and appreciate the opportunity to grow and be a better person who can speak up and do something!”

## Kellogg Leaders + Panelists!







# LEARNING

## FEEDING FREEDOM INITIATIVE SPOTLIGHTS INTERSECTION OF RACIAL INJUSTICE AND FOOD INSECURITY

Kellogg has long been involved in combatting food insecurity in North America – and across the globe -- through its Better Days purpose platform, which has donated 2.4 billion servings of food worldwide since 2015.

In 2020, the impacts of the pandemic, along with widespread protests against racial inequalities, spotlighted the long-standing structural and systemic challenges faced by communities of color in the U.S.

These disparities extend to food insecurity – Black and Latino families are 2 to 2.5 times more likely to suffer from food insecurity than their white counterparts.

Amid the events of 2020, Kellogg saw an opportunity to reframe the conversation around food insecurity and highlight the many interconnected impacts of racism in North America.

“Kellogg recognized, along with the rest of the country and world, that we had entered a point of no return in terms of social justice,” said Tiana C., VP of Global Brands, who helped spearhead the effort. “What if we created a dialogue about the intersectionality of race and food? Driving that conversation would be a real leadership moment.”



Tiana led the team that created “Feeding Freedom: Food and Justice for All,” a series of panel discussions featuring prominent Black and Latino experts on food and social justice. The video series highlighted issues like food deserts in communities of color and stigmas around social assistance programs, as well as the grassroots leaders working to solve food insecurity every day.

The conversations were disseminated to all Kellogg North America (KNA) employees and, following an enthusiastic internal reception, the edited videos were shared on YouTube. One of the aims of the series was to promote empathy and understanding, as well as to inspire action and advocacy, particularly during the difficult days of the ongoing pandemic.

“If you’ve never experienced being on food stamps or needing WIC (Special Supplemental Nutrition Program for Women, Infants, and Children), it’s really easy to make a judgement about how someone got into that situation,” said Tiana.

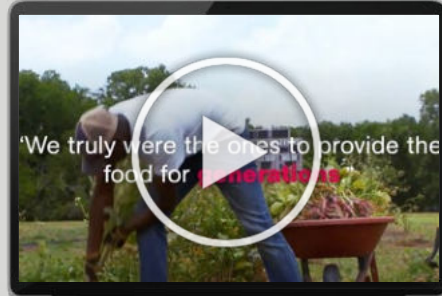
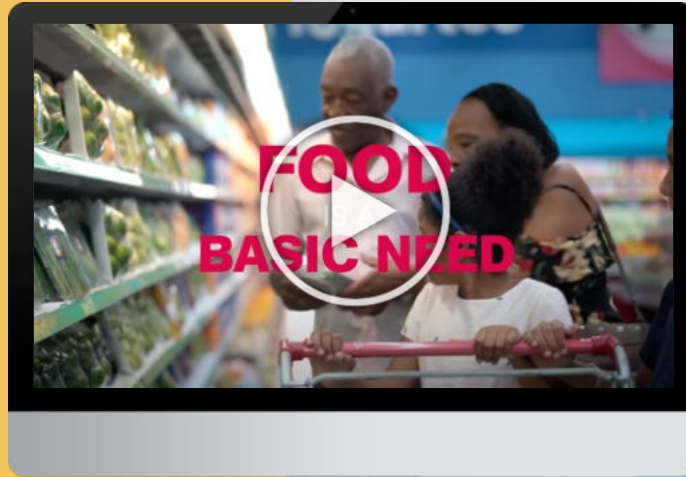
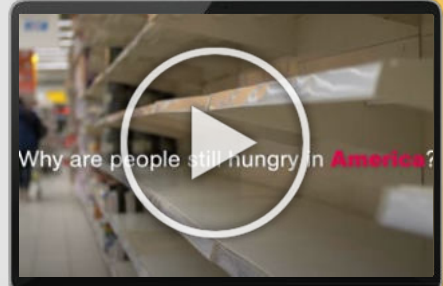
“We wanted to create an educational series to help people understand what it’s like to walk a day in someone else’s shoes and create an opening for people to rethink some assumptions they might carry.”

Tiana, who identifies as Black and Asian, also highlighted the importance of collaboration and allyship in bringing the innovative series to life. “You need cover from allies that support you in doing this work,” she said. “Allyship is not just a badge you can get, it’s when you show up with tangible actions.”

Kellogg remains committed to addressing food insecurity and racial inequality through its Better Days commitments.

“When we started the Feeding Freedom work, one of our mantras was, ‘this is a movement, not a moment,’” said Tiana. “I’d like to remember that this as a starting point to keep pushing forward.”

*Click on each image to watch the videos*



## PATH FORWARD



The focus on racial equity across all racially diverse groups is only gaining momentum. The intentional efforts that started last year are being enhanced through our new Equity, Diversity and Inclusion strategy. We are moving forward as a company to drive sustainable, systemic change and progress.

# MEET OUR ED&I CHAMPIONS

We are committed to equity, diversity, and inclusion, uplifting each other and embracing our differences to achieve our common goal.

A world map with red location pins. Each pin contains a circular portrait of an employee. Next to each portrait is the employee's name and their company acronym. A hand cursor icon is positioned over the acronym. The employees and their companies are: Niki R. (KNA), Paul W. (KEU), Tiana C. (KNA), Corinne Z. (AMEA), Alicia D. (AMEA), Brett M. (AMEA), Fernanda Z. (KLA), and Kate T. (AMEA).

Click on the theme to visit each article



# FERNANDA Z.

## Diversity Champion in Kellogg Latin America

Fernanda, Learning & Development Specialist, is always learning how to be a better person. That attitude led her to get involved with the K-Pride & Allies BERG a few years ago. She has served as co-chair of that group for the last year and has already made her mark as a leading ally for the LGBTQ+ community.

Her advocacy for inclusion boils down to a simple message: “We always talk about ‘love is love,’ and that’s good. But it’s more basic than that. It’s just about being yourself. Everyone has the right to feel that way. Everyone should have the same rights, opportunities and freedom,” said Fernanda, who works in the Global Business Services center in Querétaro, Mexico.”

As the co-chair of K-Pride, Fernanda has focused on ally education and supporting deeper conversations about what it means to be an ally to the LGBTQ+ community, particularly in the Latin America region. Through monthly newsletters to BERG members, Fernanda and her colleagues have tackled topics like the use of so-called conversion therapies, the difference between sexual orientation and gender identity and what it really means to create a “safe space” for marginalized communities.

While the subject matter has not always been easy, the K-Pride team’s efforts have increased engagement among members.

“When we get this type of information to allies, they really start to get it. And they become more involved,” Fernanda said.

The K-Pride team has also been working with It Gets Better Mexico, a non-profit LGBTQ+ advocacy group, and plans to launch a “How to Be an Ally” guide for BERG members.

Earlier this year the team also worked on a digital marketing video featuring gay and lesbian couples and other non-traditional families. It was the first video of its kind for the KLA region.

Fernanda’s commitment to creating a more inclusive environment at K-Pride and the Kellogg workplace has earned her a KLA W.K. Kellogg Values Award recognition for Inclusion in 2019.

While she says her work with K-Pride has been personally fulfilling, it has also made her feel more connected to the company. “It’s the part of my day or my week that makes me feel like I’m in the right place to grow and develop my career by being my true self and encouraging others to do so as well,” she said. “Inclusion is key to business success, because you can have the best plans, goals and strategies, but if you don’t have people that are free to be themselves, they are not going to shine and give Kellogg their best.”



# NIKI R.

## Diversity Champion in Kellogg **North America**

For Niki R., Manager, Talent Acquisition Programs, Equity, Diversity, & Inclusion is about more than just leveling the playing field. It is ensuring tangible barriers are removed to ensure Kellogg is a place where our practices are fair and consistent. “We are enriched and advanced by diverse perspectives. Kellogg is only as strong as its people, and I see ED&I as a crucial part of our Talent Acquisition strategy to strengthen the organization for years to come,” says Niki.

At Kellogg, people are our most competitive advantage. We are committed to ensuring our company fully reflects the diverse consumers who enjoy our products.

Niki, who is also an active member of the HOLA Leadership Team (our Hispanic business employee resource group), oversees the University Relations program, whose objective is to recruit top, diverse talent to build Kellogg’s next generation of high-performing employees.

“We work closely with underrepresented populations and with first-generation college students. With the support of the business, I have been able to create strategies that overcome systemic obstacles to open the way for those with potential to do great things,” says Niki. Through this role, she has found a way to see the individuals behind the policies and to help remove barriers to opportunity. She has helped expand diversity in recruiting by advancing both internal and external partnerships that support the work not only of the company but also of our community.

As a result, Kellogg’s University Relations hiring has been showing best-in-class diversity numbers. Contributing to employment and career development opportunities translates into a vibrant pipeline that starts with our interns. Niki’s work has helped cultivate a space that is both representative of and welcoming to all people.

Niki’s plans for the future include working on launching a pilot program for Disability Recruitment in the KNA region in partnership with Kapable (our BERG supporting the inclusion of people with disabilities); this has been met with a very positive response from the business: “Kellogg is a values-driven organization, and ED&I is the actionable outcome of those values. I see that reflected in the passion of our employees, and I am excited about the great talent we hope to attract to the organization in the months and years ahead.”





**ALICIA D.**



**BRETT M.**



**CORINNE Z.**



**KATE T.**

# ALICIA D., BRETT M., CORINNE Z., KATE T.

## Diversity Champions in Kellogg AMEA

This year in the AMEA region, one of the best representations of our Equity, Diversity & Inclusion values came not from one individual, but a passionate group of Kellogg Australia and New Zealand (ANZ) employees.

The four ED&I champions from New Zealand – Corinne Z., Alicia D., Kate T., and Brett M. – exemplified Kellogg’s commitment to inclusion through their work on Project Employee Value Proposition (EVP), an internal and external recruiting campaign centered on ED&I. The team spearheaded Project EVP, which showcased actual Kellogg employees from diverse backgrounds in photos and videos for recruiting collateral. The team also developed an extensive communications playbook that helps create an emotional connection between the Kellogg brand, current employees and prospective hires.

One of the main aims of Project EVP was to illustrate, in an authentic way, what it’s really like to be a Kellogg employee. The team was committed to creating a sense of complete inclusion and belonging for everyone, no matter their background, age, race or any other aspect of their identity.

Through a series of employee interviews and workshops, the team worked to uncover the key themes or pillars of what Life at K was really like in the ANZ business. Out of these came our EVP pillars: Freedom to Belong, Challenged to Impact, Proud to Be and Opportunity to Thrive.

“To me, diversity and inclusion is about everyone being respected for what we bring to the organization, regardless of our background, age, race or religion. Our differences should be valued and embraced,” said Kate, Talent Acquisition Business Partner.

Project EVP was a success across multiple measures, achieving higher-than-average social media engagement, receiving outstanding feedback from job candidates and aligning with an increase of inclusivity ratings among employees surveyed. The team plans to keep current employees at the heart of Project EVP, while periodically updating footage of employees’ stories. Next, the Project EVP team hopes to showcase how Kellogg ANZ supports families with different caretaking responsibilities. Still, the focus remains on authenticity and inclusion.

“It’s about acceptance, pure and simple,” said Alicia, Sr. Manager Corporate Communications, Government Relations and Public Affairs. “It’s about really making space for everyone to be themselves and to share their unique ideas, experience and background to make us stronger as a group.”

# PAUL W.

## Diversity Champion in Kellogg Europe

For Paul W., UKI (United Kingdom & Ireland) Communications and European Media Strategy Director, ED&I was a perfect chance to blend his personal and professional enthusiasm for advocacy.

"I'm an out gay man with a history of being involved in LGBTQ+ rights and campaigning outside of work," he said. "So when I saw the opportunity to combine my two passions of Kellogg's and inclusion, I dived straight in."

Since helping to set up the first K-Pride & Allies BERG chapter in Europe, Paul has been a force for ED&I progress across the country. He quickly expanded the K-Pride network to our locations across the UK, and has built a reputation for openness, honesty and thought leadership in ED&I.

Paul has been instrumental in guiding K-Pride towards greater inclusion and visibility in the UK. Even amid the difficulties of 2020, K-Pride has made exciting progress this year. For example, the group has opened up new internal and external conversations around transgender inclusion and gender expression, through support for HR training within Kellogg, as well as a new partnership with Mermaids, a trans-focused UK charity. K-Pride also launched a new steering community to help unite LGBTQ+ team members across the country. The group is also exploring how to network with similar groups at other food and drink companies to form a united force for change in the industry.

"I saw a real opportunity here in the UK for Kellogg to build a work environment where everyone feels they belong, and to create a business in which our shoppers see themselves," he said.

Throughout it all, Paul says his experience with ED&I at Kellogg has been both "enriching and humbling," as he's continued to learn more about his own community, as well as the needs of other groups working in ED&I.

"While we've made huge progress, we all recognize there's still plenty more work for all of us to do as we seek to ensure our business truly reflects all our consumers."

He's confident that Kellogg will continue to grow in the ED&I space and make future impact.

"Like anyone who cares about the business, I want it to be even better" he said. "And I really think there's a chance for Kellogg's to lead locally in the UK."



# SUPPLIER DIVERSITY

**We are committed to developing sustainable relationships with diverse partners, employing equitable business practices to realize a world-class supply base that positively impacts our families and communities.**



- [Supplier Diversity expands program by tracking Tier II supplier spend](#)

*Click on the theme to visit the article*





# SUPPLIER DIVERSITY EXPANDS PROGRAM BY TRACKING TIER II SUPPLIER SPEND



Supplier diversity has long been a priority in Kellogg's ED&I agenda. Until this year, Kellogg's Supplier Diversity program focused primarily on the company's Tier I spend – purchases made by the company directly from diverse goods and services suppliers.

**Kellogg North America (KNA) is increasing its influence and impact by driving ED&I principles deeper into the supply chain.** We are doing so by partnering with Tier I suppliers to promote and support their supplier diversity initiatives and by tracking Tier II spend – spend with diverse suppliers who sell to our Tier I partners. Supporting Tier II spend isn't new; however, setting new goals and tracking Tier II spend provides the opportunity for Kellogg to have a more positive and broader economic impact within our communities and with our consumers.

"It's important that we ask our suppliers, 'what are you doing to encourage diversity and inclusion within your organization?'" said Debra Q., Supplier Diversity Manager.

"And that we give them the opportunity to align with our values and drive mutual growth. We're trying to give people the tools to be successful."

Debra and the Global Procurement team have been working to remove any barriers to suppliers seeking to expand diversity in their own company or supply chain. Kellogg suppliers can access a wealth of resources through the company, like an up-to-date calendar featuring diverse networking and educational events, as well as a running Twitter feed from diversity-promoting organizations.

Throughout 2020, Kellogg teams included additional questions in their supplier bid proposals and supplier selection criteria, building upon development and engagement efforts in past years. Both current and potential KNA suppliers are asked to provide details on their supplier diversity programs and their capability to report diversity spend metrics to Kellogg.

In 2021, the Supplier Diversity program will continue to expand its reach and impact by incorporating additional goals and tying Tier I and II performance to a supplier's overall performance rating.

Moving forward, KNA is committed to increasing the number of suppliers in our Tier I program, the percent of our total spend with diverse suppliers and our supplier's Tier II spend.

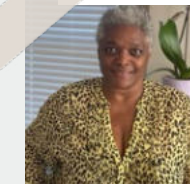
Ultimately, the goal of these programs is to create real-world economic impact. **"We're trying to bring more diversity across the entire supply chain, and make sure that it represents and positively impacts the people and communities where we do business, especially historically disadvantaged communities,"** Debra said.

*"Kellogg goes beyond encouraging their suppliers to have a program. They provide guidance, creative ideas, introductions and best practices to help grow our organization's D&I impacts. Our supplier diversity program helps the communities we operate in, promotes innovation and increases competitive channels – all of which help our business and our communities be successful."*



**- Anne Marie Lochner, Vice President, Procurement & Supplier Diversity Graphic Packaging International, LLC.**

*"At Cargill, we live and work by our values of putting people first and doing the right thing. The cornerstone of our commitment is creating an inclusive culture where people feel welcome, valued and heard – including our suppliers. This program has influenced how we approach our Tier II Program with our suppliers and the discussions we have. We don't just ask our suppliers to report, we ask them to participate with organizations that support minority and women-owned firms as well as attend matchmaking events to expand their own supply chains. It is important to know your work in this space is more than just an exercise."*



**- Natalie McGrady, Director, Supplier Diversity, Cargill**

*"Respect is essential for earning business and for building mutually beneficial relationships with employees, vendors and customers. As a company, we strive to include all groups whether it be in our hiring or procurement processes. This program has helped us cultivate our own supplier diversity program and it shows that we take inclusion seriously."*



**- Connie Reuther, CEO of Bay Corrugated and winner of the 2020 Sojourner Truth Award**

*For additional information on Kellogg Supplier Diversity or to register as a potential supplier visit*

[www.kelloggsupplier.com](http://www.kelloggsupplier.com)



# MARKETPLACE

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



- [Kellogg Latin America blends culinary tradition and innovation in 'Panadería' campaign](#)
- [The Canary Islands team embraces diversity to navigate a difficult market](#)
- [Sultana Bran and the Hockey One League team up on gender equality](#)
- [Marketing Steering Committee takes a new approach to ED&I in commercial strategies](#)
- [In UK trial, Coco Pops makes packaging more accessible in honor of World Sight Day](#)

*Click on the theme to visit the article*



# BLENDS CULINARY TRADITION AND INNOVATION IN “PANADERÍA” CAMPAIGN

In Mexico, sweet baked goods, like *churros* and *pan de muerto*, are a rich tradition, often intertwined with important cultural celebrations. These treats can be found in the country’s many neighborhood bakeries, known as *panaderías*.

In 2020, Kellogg Latin America sought to capture a few traditional flavors through its Panadería campaign and the launch of three new cereals. Pan de Muerto is based on the special bread consumed around Day of the Dead celebrations; Rollos de Canela resemble Mexico’s version of cinnamon rolls, a traditional breakfast food across Mexico; and Churros is Kellogg’s take on the famous fried dough, which is consumed throughout the year, especially during the *Posadas* celebrations around Christmas.



“The cereals are a new way of consuming some of the best traditions we have in Mexico,” said Paulina M., Associate Product Developer on the Panadería team. “We were very careful, because these flavors are also associated with religious celebrations. “We wanted to create a 360 degree experience that brings us back to memories of joining family and celebrating our cultural and culinary heritage.”

The Panadería team worked to create a full “bakery experience” in each new cereal that would be relevant across Mexico. For one, the cereals, which launched in August and September, were featured in the bakery section of some stores, rather than the cereal aisle.

The W.K. Kellogg Institute for Food and Nutrition Research provided guidance on culinary approach to recreate not only the right flavors, but also the familiar textures and aromas of each traditional bread. The Panadería development team had to use some creative thinking to pack in authentic flavors – like butter, orange blossom and the distinctive spice of Mexican cinnamon – into a cereal, while still maintaining Kellogg’s nutritional and clean ingredient standards. The oversized cereals also have a textured look to resemble the “finger food” appeal of their namesake breads.

The Panadería campaign was a success in Mexico, with the team hitting 100% of their sales goal and creating significant organic social media reach.



The Churros cereal will now be offered all year in Mexico and the team is already developing a second Panadería launch.

“It’s a great way to remember our traditions, not only during a specific time, but all year,” said Paulina.





Kellogg **Europe**

## THE CANARY ISLANDS TEAM EMBRACES DIVERSITY TO NAVIGATE A DIFFICULT MARKET

The Canary Islands is among Spain's most challenging food and beverage markets. It is a socioeconomically disadvantaged region that is also highly dependent on tourism. As a result, food manufacturers are highly competitive on price, and the Pringles brand began to experience a slight dip in sales starting in 2017.

In response, Kellogg convened a cross-functional team to develop an innovative sales and marketing strategy across the region. The team stood out as an example of ED&I in a somewhat unconventional way: by including employees from different departments, locations, seniority levels and national origin.

The diverse backgrounds of the Pringles team helped lead to creative, out-of-the-box solutions, according to Gaelle P., Spain Sales Representative. "Having the chance to listen to different points of view was an ideal way to generate a healthy and creative work environment," she said.

Together, the team decided to target brand activations during key events throughout the year, including Carnival celebrations and the annual Gay Pride events in Maspalomas. They also began offering strategic promotions, like Playstation and television giveaway contests, co-branded marketing with Coca-Cola and campaigns at the cash register.

The multi-pronged marketing approach was a success, resulting in Pringles capturing the highest-ever share of market value in the Canary Islands by August 2020.

"Working in such a diverse and multidisciplinary team allowed us to understand different points of view and to create a big picture view of the situation. It also gave us the chance to learn about other business areas and strengthen professional ties among colleagues," said Gaelle.

Moving forward, Gaelle expects the cross-functional Pringles team will be used as an example of how to approach business challenges with unity and cooperation.

"This will be a best-in-class case," she said. "Diversity taught us that when facing difficult situations, a team vision is much more powerful than a single point of view."





Kellogg AMEA

# SULTANA BRAN AND THE HOCKEY ONE LEAGUE TEAM UP ON GENDER EQUALITY

Hockey has long been a popular sport in Australia, with many players beginning in primary school. The sport, known as field hockey in the U.S., is a family-friendly activity often passed down from generation to generation.

**For the Sultana Bran, hockey is a perfect fit, reflecting the values of wholesome family traditions.** In September of 2019, Kellogg's Sultana Bran became the naming rights sponsor of the Hockey One League, a newly-launched domestic hockey league. The brand also has a jersey sponsorship for Australia's national teams, the Kookaburras and the Hockeyroos.

Notably, Hockey One's annual championship event features both women's and men's leagues on the same day and pays all players equally. This commitment to gender equality was a major draw for Kellogg Australia to the partnership, says Dan B., Senior Marketing Manager.

"The values of hockey – based on a foundation of integrity, inclusion and sportsmanship – and the league's progress on gender equality – with equal pay and equal play – in a national sporting competition aligned perfectly with our Sultana Bran values," Dan said.

The inaugural Hockey One championship was held in November of 2019, drawing substantial national viewership.

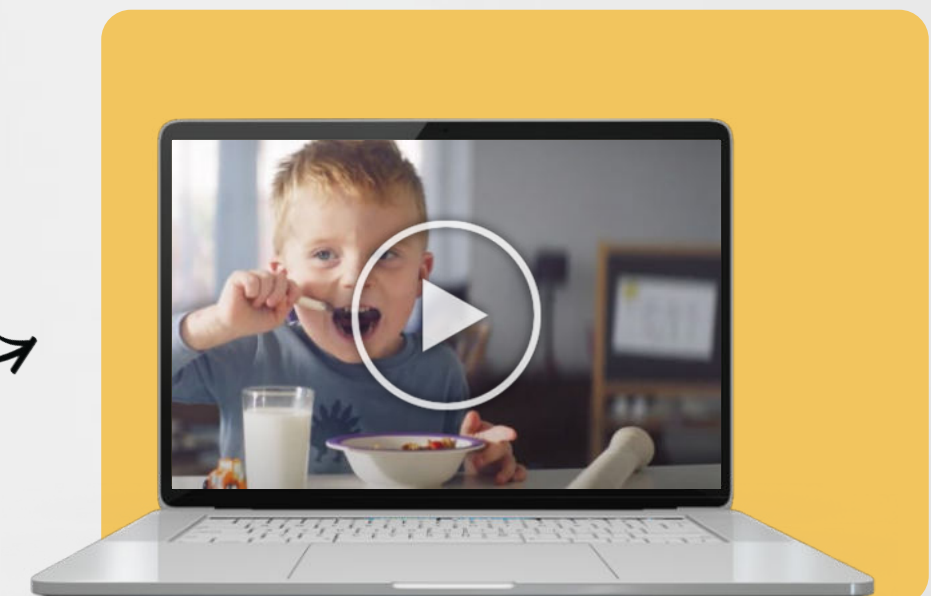
While the COVID-19 pandemic may have put a stop to league play in 2020, Hockey One and Sultana Bran have found ways to keep spreading their values. In October, the league committed to developing governance guidelines that support a greater level of inclusion for trans and gender diverse people.



Throughout the pandemic, Sultana Bran and the League have also continued to get their message out through advertisements, like one featuring Jodi Kenny, captain of the national Hockeyroos team, and her son. The ad released during COVID-19 lockdown, features Kenny at home with her family and echoes the same messages of inclusivity, generational connection and maintaining the balance that all working mothers need.

"During the off-season the teams have continued to communicate a message of inclusion and continue to support all players throughout this break in competition," noted Dan.

*Click here to watch the video*



Kellogg North America

# MARKETING STEERING COMMITTEE TAKES A NEW APPROACH TO ED&I IN COMMERCIAL STRATEGIES

In 2020, amid the COVID-19 pandemic and sweeping racial justice protests, the need for ED&I in marketing feels more vital than ever.

Kellogg began working toward more inclusive marketing at the start of this year with the formation of the Equity, Diversity & Inclusion Marketing Steering Committee. The Committee, which consists of seven cross-functional groups – including the leads for each North America-based Business Employee Resource Groups (BERGs) – has been working on a comprehensive plan in line with Kellogg’s Racial Equity Commitments. The group is focusing on three main pillars: People, Go-to-Market and Industry & Partner Leadership. Later this year, they will deliver an ED&I Marketing Playbook for use across teams, as well as a calendar of inclusive events led by the BERGs for brand activation.

“There has been a huge magnifying glass on social justice issues in 2020,” said Susan S., Sr. Director, Experience Planning and one of the Committee leaders. “We’re so happy to say we were down this path before it really came to light – and it always should have been part of the light – but we are leading the charge in the industry now.”



While more inclusive marketing is not an entirely new focus for Kellogg, the Committee is taking some fresh tactics. For one, they recognized the need for more diversity on the talent side of agency operations. Susan says Kellogg has begun working with creative agencies on their plans to improve ED&I within their own companies, as well as seeking out new diverse creative and production partners specializing in multicultural audiences.

They are also benchmarking media spending on diverse audiences to understand where Kellogg can optimize investment by the end of the year. In addition, the Committee has submitted 15 Kellogg brand TV ads as a part of the Cultural Insight Index Metric study to gauge the impact of multicultural marketing on brand growth.

“We saw there was an opportunity to further elevate and embed inclusive marketing expertise into our brand strategies,” she explained. “When we look at where the area of biggest market growth is, it’s with multicultural audiences.”

The Steering Committee has already made a palpable impact both inside and outside of the company. As part of the push for stronger ED&I strategies, Kellogg signed the Commitment to Equality, Inclusion, and Systemic Change organized by Association of National Advertisers / Alliance for Inclusive and Multicultural Marketing (ANA/AIMM), an organization focused on inclusive marketing.

Susan says there is also a lot of interest from Kellogg employees eager to contribute to the Committee’s mission.



## Kellogg Europe

# IN UK TRIAL, COCO POPS MAKES PACKAGING MORE ACCESSIBLE IN HONOR OF WORLD SIGHT DAY



Ninety percent of blind and partially sighted people say that food packaging labels are difficult or impossible to read due to small print, according to a recent survey by the Royal National Institute of Blind People (RNIB).

Starting last year, Kellogg UK set out to find new ways of addressing this widespread problem. The team made sure that the perspectives of people with sight loss were always leading the way.

After first consulting with local university students with sight loss, they began collaborating with the RNIB to develop more accessible packages. Together, they teamed up with NaviLens, a tech firm specialized in making public transport systems and other public spaces more accessible to those with sight loss.

NaviLens uses optical smart codes – readable from up to 12 times the distance as QR codes – that can be scanned using the free NaviLens smartphone app to deliver accessible information directly to the user's device.

In a first for the technology, Kellogg UK integrated NaviLens codes into Coco Pops boxes for a trial in 60 Co-op grocery stores across the country. NaviLens app users can scan the boxes to receive allergen, ingredient and recycling information on their phones in an accessible format.

The Coco Pops trial was launched in October of 2020 to honor World Sight Day, with the potential to be expanded on a more permanent basis. Regional and national media outlets covered the rollout extensively, garnering over 10 million media impressions. Coco Pops leaders also met with Dr. Caroline Johnson, a member of the UK Parliament, to discuss the project further.



Most recently, Kellogg Europe won a Global packaging award in recognition of the ground-breaking design and technology used on the Coco Pops pack. The “Best in Class” award was announced at the PAC Global Leadership Awards and allows us to continue the conversation about inclusive design and accessible food packaging.

“Accessible information on packaging is essential whether in store, online or at home for blind and partially sighted consumers, so that they can make their own informed choices about what to buy,” noted Alison L, UK Corporate Affairs.



# WORKPLACE

To serve the needs of our diverse consumers, we nurture the talents of our diverse workforce and ensure each person has the unique resources and support they need to fulfill their potential.



- [Media City's InKlusion Network drives KEU ED&I agenda forward](#)
- [Kellogg India recognized for strength of gender equity initiatives](#)
- [Kellogg Canada seeks to fulfill Race Equity Commitments with new ED&I initiatives](#)

Click on the theme to visit the article







Kellogg Europe

# MEDIA CITY'S INKLUSION NETWORK DRIVES KEU ED&I AGENDA FORWARD

At Media City, Kellogg's UK headquarters in Manchester, employee engagement in ED&I efforts has been growing organically. This movement is exemplified by the Media City InKlusion Network, the roots of which stretch back about two years.

The InKlusion Network started as an informal group of employees who were passionate about building a stronger workplace culture. As more and more people showed interest, the Network was formally established in mid 2019, bringing together existing Business Employee Resource Groups (BERGs) like Gender

50:50, K-Pride & Allies (KPA) and MultiCultural. The Network has been working on aligning the wider ED&I strategy and organizing events with key stakeholders.

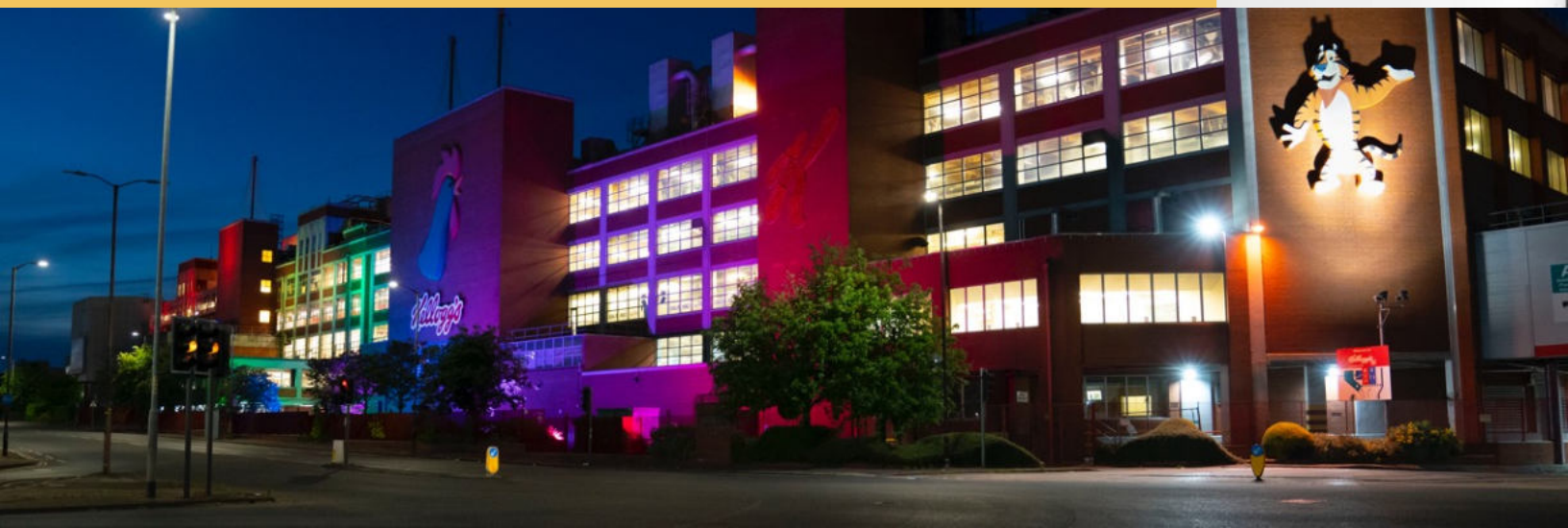
**"The group wasn't formed as part of a corporate strategy, but rather as a response to wanting to create a more diverse and inclusive workforce,"** said Simon S., Head of Field Sales. "Our philosophy is that while we are all different, we all belong. **Our focus is on unleashing the opportunities that our differences offer.**"



In November 2019 the Network staged multiple events as part of its InKlusion Week, including a "We All Belong" panel discussion with multiple BERGs and a World Culture Day discussion. The events attracted over 100 people from across the Media City campus and recruited over 25 new members to the Network. As part of the weeklong event, the KPA BERG also sponsored the lighting of UK factories in rainbow colors to show support for the LGBTQ+ community.

The InKlusion Network has begun to make an impact among employees. In 2020 the Kellogg UK Inclusion Index survey found positive responses on inclusion efforts increased by 7% compared to the previous year. The group's influence also continues to grow across the European region, as its strategy has helped inform how to approach ED&I engagement at other Kellogg locations across the continent.

"Our 'heart and soul' values already set us apart from our competitors as a company," said Simon. "But there is still much we can do to ensure we are creating the most diverse culture and inclusive working practices at Kellogg."



# KELLOGG INDIA RECOGNIZED FOR STRENGTH OF GENDER EQUITY INITIATIVES



India has experienced unprecedented economic growth in recent decades. But women have not always benefitted equally from this rise. According to the World Bank, only about 20% of women in India participate in the labor force, trailing behind other Southeast Asian countries.

Kellogg and other companies across the world's second-most populous country have been trying to rectify this gap. Over the past few years, Kellogg India has focused on making our workplaces, particularly production facilities, as welcoming as possible to female employees.

Gender equality policies include flexible working options, 26 weeks of maternity leave (in line with national standards), childcare benefits and safety measures to protect women traveling to and from work. Kellogg takes a zero-tolerance approach to sexual harassment and all complaints are investigated through a special committee. All employees are also required to complete sexual harassment training and managers also must undergo anti-bias training.

As a result of these efforts, Kellogg India has been recognized as one of the "Best Company for Women in India" for the last four years. The distinction comes from Avtar Women, an ED&I consulting group, and Working Mother magazine.

In 2020, Kellogg was also named one of India's 100 Best Workplaces for Women by the Great Place To Work® Institute, a global workplace culture evaluator.

Kellogg's efforts haven't gone unnoticed within the company, either.

"One of the key aspects of what makes Kellogg India a great workplace for women is the culture of openness, transparency & inclusive culture, which is highlighted by women themselves," noted Ritika L, Associate Director Human Resources, India.

Women at Kellogg rated the company higher on average than their male counterparts in a "Trust Index" engagement survey conducted by the Great Place to Work Institute. They also rated the company higher than the average benchmark score for other consumer packaged goods companies.

Between 2017 and 2020, female representation at the mid management level and above more than doubled from 8% to 18%.

"Moving forward, we will continue to build great women talent in Kellogg India, through initiatives that focus on attracting women talent proactively to the organisation, ensuring capability building and growth of our existing talent and continuing to build policies that allow us to build a truly inclusive organisation." Ritika said.

# KELLOGG CANADA SEEKS TO FULFILL RACE EQUITY COMMITMENTS WITH NEW ED&I INITIATIVES

While the protests set off by the tragic deaths of George Floyd and Breonna Taylor may have started in the United States, the outpouring of grief and anger was also felt north of the border in Canada.

In the midst of the heightened discourse on racial equity, Kellogg Canada Inc. (KCI) sought to create an even more equitable, diverse and inclusive (ED&I) workplace by announcing local commitments, many of which were new while others were efforts long in place. KCI began a series of ED&I initiatives to fulfill those commitments and support Black, Indigenous, People of Color (BIPOC), and other marginalized communities in Canada.

***“We knew we had a responsibility to society, our consumers, our employees and our country to do what we could to fight racism, discrimination and inequity,”*** said Tony Chow, President, Kellogg Canada. ***“So we committed to better understand the challenges facing the BIPOC community in Canada, learned how we could become better allies and created solutions together.”***

Canada has its own complex history of racism and inequity, especially connected to the treatment of Indigenous peoples. KCI’s initiatives reflect those realities and seek to open up a space for a more honest conversation about racism. For one, the team launched an annual Day of Reflection to provide the resources and time necessary for employees coast to coast to better understand historical oppression in Canada and consider how they might be better allies.

The Canadian team is also establishing new partnerships with nonprofits, rolling out new training and seeking new employee volunteering opportunities. Kellogg Canada, along with the KNA procurement team, is also continuing its commitment to supplier diversity. KCI has committed to investing \$1MM by 2025 to support Canadian communities disproportionately impacted by hunger and food insecurity.

This is just the beginning – the planning for additional ED&I initiatives is well underway.

***“This is a marathon, not a sprint, and there is no doubt that it will take hard work and a long-term focus at every level of our company to create the progress we seek,”*** said Tony. ***“We will make meaningful change when we stay focused as an organization, hold ourselves and each other accountable with clear and measurable KPIs.”***



# COMMUNITY

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



- [Plants unite to help communities in need across Europe](#)
- [#HagamosFamilia \(Let's build family\) campaign brings care and comfort to Kellogg family](#)

*Click on the theme to visit the article*



# PLANTS UNITE TO HELP COMMUNITIES IN NEED ACROSS EUROPE

The COVID-19 pandemic did not disrupt the philanthropic efforts at Kellogg plants across the European region. In fact, the worldwide crisis created a sense of solidarity among Kellogg employees and increased engagement in community activities.

“The crisis affected employee engagement massively,” said Frederik P., HR Director, Manufacturing. “Every employee was so eager to support their community that they began to organize events themselves and asked the company to support. It was really a bottom-up, grassroots effort.”

Across the U.K., plant employees delivered donations to local food banks, charities and hospitals. The Manchester plant also donated respirator filters to a local hospital and participated in several events honoring front-line health care workers. Meanwhile, Wrexham plant employees raised £3,000 to help a local hospital buy critical supplies.

In Spain, the Valls plant donated Kellogg products to twelve local charities, food banks and nursing homes. At the Mechelen plant in Belgium and in Russian plants, employees organized donations of Kellogg products and personal protective equipment (PPE) supplies to local food banks, as well as a local youth shelter and hospital.

Employees at the Kutno plant in Poland raised about €3,000 to purchase PPE suppliers for a local Medical Rescue Station. Kutno employees also continued their long-term relationship with residents of the nearby Tęcza Orphanage, who are usually invited to plant events and receive regular donations. This year, Kutno employees donated PPE as well as distance learning software to help children there continue school during the height of the pandemic.

The Kutno plant’s longstanding connection with the orphanage also came full circle this year when a former Tęcza resident started working at the Kellogg plant. For Frederik, it’s this type of long-term connection that links philanthropic activities to Equity, Diversity & Inclusion.

“Our philanthropic efforts show that our plants are open to everyone,” he said.

Moving forward, KEU plants are planning to leverage the boost in engagement seen during the pandemic into new volunteer opportunities.

“We are now setting up structural possibilities for plant employees to participate in volunteering, which was not possible until now and also, was not asked for by plant employees. The pandemic opened the eyes of both the employees, as well as the plant lead teams,” Frederik said.





Kellogg Latin America

# #HAGAMOSFAMILIA (LET'S BUILD FAMILY) CAMPAIGN BRINGS CARE AND COMFORT TO KELLOGG FAMILY



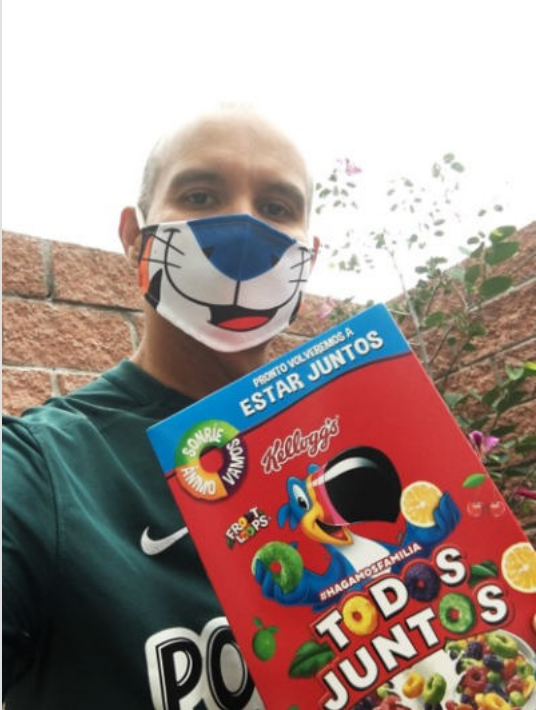
In the early, chaotic days of the pandemic, the Kellogg Mexico team began thinking about how they could engage with both consumers and employees in new ways during an unprecedented time.

“There was a lot of negativity and fear during that time. We wanted to show that we have empathy for the situation and to build a campaign around our brands delivering positive messages,” said Edgar N., Sr. Director, Categories.

Working with a creative agency, Edgar and the rest of Latin America Marketing team decided to launch

a social media campaign featuring classic Kellogg products rebranded with motivational messaging. Special edition boxes of Zucaritas, Choco Krispis, Corn Flakes and Froot Loops were redesigned with one of four messages: “¡FUERRRZA!” (“Be Strong!”), “Vamos Unidos” (“Let’s Go Together”), “¡Vamos! Ánimo” (“Let’s Go, Cheer Up!”), or “Todos Juntos” (“All Together”). The campaign was centered around the hashtag #HagamosFamilia, or “Let’s build family.”

The boxes were featured by select social media influencers in May. Immediately, media coverage and positive consumer responses started flowing in.



distance, or the difficult situation in the country, that we would be there for them as a family.”

Every Kellogg employee in Mexico received a care package including #HagamosFamilia branded cereal, along with Tony the Tiger-themed face masks.

The response from employees was overwhelmingly positive, which Catalina said was a reward in itself.

“Knowing our employees are really proud of where they work, that is our biggest reward,” she said. “Despite the enormous complexity of the moment, it truly created a sense of unity and belonging. It was connected to the core idea ‘let’s build a family.’”



“Honestly, we didn’t expect this response. We had customers contacting us and saying, when am I getting this?” noted Edgar. Working against pandemic-related supply chain complications, the team managed to produce a small batch of #HagamosFamilia packages for sale in Walmart stores to meet the unexpected consumer enthusiasm.

But shoppers weren’t the only ones who wanted the special edition cereals. Kellogg employees around the country were also eager to get their hands on a piece of the positive messaging during the trying early days of the pandemic.

“From one day to another we had to announce we would work from home, or some other disruption,” said Catalina P., HR Business Partner. “It was kind of shocking. We wanted our employees to know that no matter the



# BERGs

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.



- [Kellogg's BERGs find connection, meaning and impact across the globe](#)
- [K-Nextions program unites BERGs and opens new doors for employees](#)

Click on the theme to visit the article



Kellogg all over the world!



# KELLOGG BERGs FIND CONNECTION, MEANING AND IMPACT ACROSS THE GLOBE

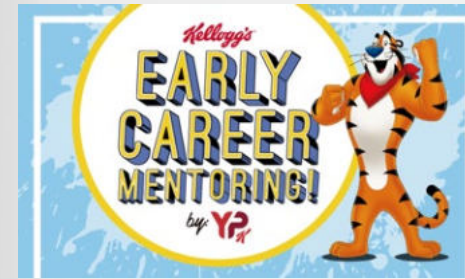


In a challenging year worldwide, Kellogg's Business Employee Resource Groups (BERGs) found innovative ways to continue their work, even as the pandemic forced radical changes in how we live and work together.

In the Latin American region, K-Pride & Allies broke new ground with its "Diverse Families" social media video, posted under Kellogg's master brand during Pride Month. The video featured real-life employee families from all backgrounds – including gay and lesbian couples, single moms and heterosexual couples – to celebrate our ED&I efforts in the LGBTQ+ community and send a message of inclusivity and acceptance.

"When your company shows how proud they are for who you are, it gives you a sense of belonging, of knowing you are right where you should be."

- Arturo F., KPride & Allies Latin America Co-chair



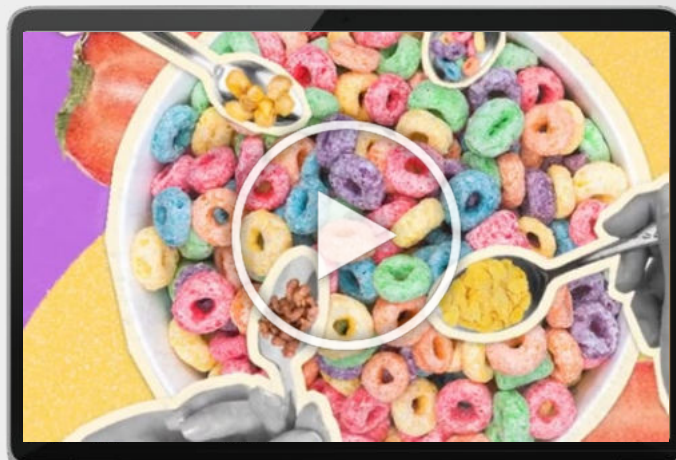
Kellogg Latin America (KLA), building 29 mentoring relationships and strengthening the capabilities of rising young talents.



KLA's Women of Kellogg (WOK) team brought their insights to a wider stage as a participant in the Women Economic Forum – Iberoamérica conference, bringing together private sector, non-governmental organizations (NGOs), governmental and media leaders in the region.



According to the RANKING PAR (a Latin America organization that annually ranks the gender equality performance of public and private companies), WOK also led Kellogg to be recognized as the best company in the food and beverage industry, along with receiving the acknowledgement as one of the best companies with 1000 employees, and one of the top 10 private companies in Mexico.



Click here to watch the video





## Kellogg all over the world!



In the Asia, Middle East & Africa (AMEA) region, WOK focused on mental health, an increasingly important issue for everyone in 2020 under the ongoing strain of the pandemic. WOK teams across the region staged a week-long, all-inclusive series of activities centered on the theme of “Mental Wellbeing in the New Normal” to mark the week around World Mental Health Day, on October 10. Each country brought their own unique flavor to WOK’s World Mental Health Week.

In South Africa, a respected family physician spoke about coping mechanisms during the pandemic; teams in India and Taiwan taught online yoga sessions for employees; and in Australia, employees exchanged stories and tips in wellbeing workshops.



**“Would like to really congratulate you for the fantastic session today! Extremely well-coordinated and very motivating. I have started to learn yoga online in lockdown, but today’s session was a real amalgam of mind and body that I could use to practice every day.”**

- Madhavi T., Senior Associate Director, Nutrition & Scientific Affairs, Emerging Market

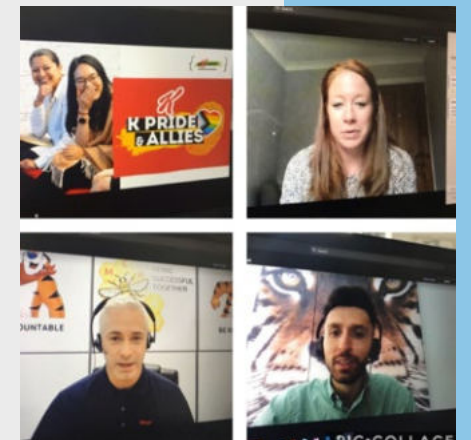


WOK AMEA also released a video featuring employees talking about living a life of positivity and meaning, even during challenging times.

In addition, they launched a campaign through the Achievers platform, an internal, global platform where every Kellogg employee has the opportunity to instantly recognize their colleagues on different topics. WOK AMEA used the Achievers platform to give employees a space to recognize colleagues who have adopted new ways of self-care and caring for others. That campaign reached 20% engagement among AMEA employees.

BERGs in the Kellogg Europe (KEU) region also found ways to adapt to the “new normal” of 2020 by shifting their panels and events to the virtual space. Each regional BERG, which are now active in every KEU location and market, hosted four pan-European virtual panels tied to International Women’s Day, Multicultural Day and PRIDE month, as well as a discussion of racial justice. The panels featured Kellogg employees sharing their authentic stories and experiences and attracted between 100-250 attendees each.

KEU’s BERGs – Multicultural, Gender 50:50 and K-Pride & Allies – also activated an Achievers campaign following each panel, resulting in over 200 employee recognitions. The panels, more than just an internal-facing event, also served to create awareness and honest discussions around ED&I that are linked to real change, like achieving gender parity and expanding recruitment approaches to include more diverse candidates.



## K-NEXTIONS PROGRAM UNITES BERGs AND OPENS NEW DOORS FOR EMPLOYEES

Kellogg's Business Employee Resource Groups (BERGs) have long played a leading role not only in ED&I culture, but also in professional development across the company. Recently, the various BERGs operating in Kellogg North America (KNA) have come together to work on short-term projects, like International Women's Day celebrations and the annual Spirit Day.

"We know that people are our competitive advantage, and we know that our BERGs are our strongest advocates for ED&I," said Shaughn K., Senior Manager, Equity, Diversity & Inclusion, who oversees KNA's BERGs. "Many hands make light work and, by joining forces across BERGs, we are able to create more opportunities that empower employees and enable them to achieve their full potential."

Nowhere is that spirit of collaboration more apparent than in K-Nextions, a recently expanded job shadowing program that brings together all of KNA's BERGs under one initiative. It grew out of a job shadow program that Women of Kellogg (WOK) had initiated a few years back and was rebranded as K-Nextions in 2019.

Elizabeth S., Director of Business Development, was one of the WOK leaders who worked on the original job shadow program and has seen it rapidly expand over the years. She also works as a K-Nextions teacher every year.

"It's so rewarding," she said. "It's also given me the opportunity to work with people I wouldn't otherwise and learn about other departments I don't regularly interact with."

In 2020, K-Nextions matched nearly 200 BERG members. That's up from about 100 participants in 2019, and around 50 in 2018 under the WOK program.

As the program has expanded, one major focus of K-Nextions this year has been to recruit more employees from Kellogg plants to provide those teams with greater connection into other aspects of the business.

"K-Nextions has given participants a no-pressure opportunity to have a voice, along with more outlets to explore different career options," said Elizabeth. "We've been really happy to offer that, and to open doors that might not have been open otherwise."



