Kellogg's

2014/2015 DIVERSITY AND INCLUSION ANNUAL REPORT

FEATURES

MEETING DIVERSE TASTES AROUND THE WORLD

SUPPORTING DIVERSITY AND INCLUSION OUTSIDE OUR WALLS

STRENGTHENING OUR APPROACH TO RECRUITING VETERANS

RECOGNIZING AND ROOTING OUT UNCONSCIOUS BIAS

OUR EMPLOYEE RESOURCE GROUPS



KDI Kellogg's Office of Diversity and Inclusion











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A MESSAGE FROM OUR GLOBAL HEAD OF DIVERSITY AND INCLUSION

Welcome to the sixth edition of ***Features***, Kellogg Company's annual publication highlighting our diversity and inclusion (D&I) efforts and accomplishments.

At Kellogg, we are working to build a corporate culture that not only understands and values difference, but embraces it. A culture where employees recognize that diversity helps our business to grow and prosper. And a culture in which every employee can contribute meaningfully to the business while being true to their authentic selves.

In this issue, we're proud to "feature" stories of progress such as the launch of our new Kapable Employee Resource Group, the evolution of our multicultural marketing efforts, and the success and expansion of our Executive Cross-Cultural Mentoring program, among many, many others.

These stories point to the headway we have made in building a diverse and inclusive culture at Kellogg locations around the globe. There is always room for improvement, of course, which is why I'm so appreciative of Kellogg leaders, people managers and individual contributors who are actively driving D&I forward.

I'm also grateful to my colleagues in the Office of Diversity and Inclusion for their tireless efforts to support and propel forward the good work going on throughout the organization. The goal of our D&I team is to help position diversity as a competitive advantage for Kellogg, and to make that happen in an inclusive environment. To do that, we work to embed D&I best practices into the company's everyday way of doing business.

I'm truly proud of the progress our company has made, as well as of the commitment and determination of Kellogg employees to keep us moving forward on this journey.

Thank you for taking the time to read about our efforts. We welcome your feedback at diversity.inclusion@kellogg.com.

Sincerely,



MARK KING
GLOBAL HEAD, DIVERSITY AND INCLUSION

A Q&A WITH
OUR CHAIRMAN AND CHIEF EXECUTIVE OFFICER



WELCOME

Q: TELL US ABOUT YOUR VISION FOR DIVERSITY AND INCLUSION AT KELLOGG.

To grow our business and fuel our future, Kellogg needs a talented, diverse workforce. Our workforce ought to reflect the demographics of the consumers we serve and the communities where we operate. And that diversity should be evident in every aspect of the business. We live in a diverse society, and we would be selling ourselves short as a business if we didn't tap into the full range of perspectives, experiences and talents of all members of that society. I really value diversity as a competitive advantage for the company, and I know my leadership team does as well.

It's also very important to me that we foster inclusiveness throughout the company – that we ensure our workplace is one where people feel accepted and able to be their authentic selves. Innovative foods that enrich and delight the world come from a culture that fosters inclusion, respects ideas and values diversity of thought.

Q: ARE YOU SATISFIED WITH WHAT KELLOGG HAS ACHIEVED TO DATE?

We have made progress in gender diversity. I'm particularly proud that we have an outstanding board that is one of the more gender-diverse in corporate America. And, we are hearing a consistent call for greater female representation in the business outside of the U.S., which I take as a positive sign of growing awareness. The recent global expansion of our Women of Kellogg Employee Resource Group (ERG) to our European, Latin American and Asia Pacific regions is a response to that, and I know it will reap benefits.

I'm not yet content with our progress in terms of racial and ethnic diversity in the U.S. We have to get better at that, and we have several efforts in place that will help us do that. I'm especially excited about our Cross-Cultural Leadership Development Program, which is focused on developing and retaining our top talent people of color. We are in the process of expanding that program.

Of course we know diversity is more than just race and gender; it includes all our differences and similarities. We've made progress in some areas, such as equality for lesbian, gay, bisexual and transgender (LGBT) employees, but I think we have room to improve in areas such as veterans and people with disabilities.

Q: HOW DO YOU HELP DRIVE D&I PROGRESS FROM THE TOP OF THE COMPANY?

One key way is by holding my leadership team accountable for advancing diversity and inclusion – both individually and as senior leaders. All of our global functional leaders are required to have D&I plans for their respective areas. Those plans are reviewed annually by myself and our Executive Diversity and Inclusion Council (EDIC) to ensure we're making progress. In addition, in conjunction with our chief Human Resources officer, we make sure D&I is included in our annual talent review process.

Another way I like to stay close to our D&I efforts is by meeting personally with the leadership teams of our ERGs. These forums provide an opportunity for open, two-way dialogue. They provide me with an opportunity to both share and learn how we can better support our ERGs and our D&I initiatives overall.

Q: ANY FURTHER THOUGHTS?

I'd like to mention our Executive Cross-Cultural Mentoring program, through which each member of our Global Leadership Team is mentoring at least one other senior manager of a different gender, race or cultural background. This program has been terrific in helping to build business relationships among people who might not have otherwise crossed paths and in promoting professional development at the highest levels. We're now expanding the program to reach further into the organization.

Finally, I'm also very pleased about the recent launch of Kapable, our newest ERG, which will focus on individuals with disabilities and their supporters. It will be great to have an ERG that will raise awareness of issues and opportunities to help strengthen our company from this demographic group's perspective. I look forward to their contributions.

BOARD OF DIRECTORS

7 MEN

5 WOMEN



1 AFRICAN-AMERICAN

10 CAUCASIAN

1 HISPANIC

U.S. WORKFORCE

66% MALE

34% FEMALE



68% CAUCASIAN

32% PEOPLE OF COLOR

10% OF U.S. EMPLOYEES ARE MEMBERS OF EMPLOYEE RESOURCE GROUPS

GLOBAL LEADERSHIP TEAM

15 MEN

7 WOMEN

4 EUROPEAN

2 CANADIAN

1 ASIAN



12 AMERICAN

2 AUSTRALIAN

1 HISPANIC

DIVERSITY-RELATED PHILANTHROPY

83% of Kellogg Company charitable donations given either to organizations that serve "underserved" populations (e.g., Feeding America, United Way) or to diversity-specific organizations

SUPPORTING DIVERSE SUPPLIERS

$399 million spent on first-tier diverse suppliers

2014

W.K. KELLOGG VALUES AWARD WINNERS



CHERYL G.

Cheryl G.[1] is a true diversity and inclusion champion. She's an active member of every Employee Resource Group, serves as national co-chair of our K-Pride & Allies ERG, and in 2014 was a guest panelist at two national conferences for LGBT employees. In recognition of these and many other efforts, she was honored with a D&I W.K. Kellogg Values Award (WKKVA) in 2014, and also chosen as Kellogg North America's global WKKVA winner. "Cheryl dedicated a great deal of her personal time to advance Kellogg's *K Values*™ outside of the company – with positive results," said Tom M., Director of Packaging at Kellogg. "Locally, nationally and globally, she enhanced Kellogg's reputation as a great place to work and as a strong partner within our communities."

ChicagiHOLA!nd

The Chicago chapter of ¡HOLA!, our Latino Employee Resource Group, won a W.K. Kellogg Values Award for their community service efforts – in particular their partnership with Casa Central, a Hispanic social services agency. Together, ChicagiHOLA!nd (as this ¡HOLA! chapter is known) and Casa Central promote education and career opportunities for students. In 2014, Casa students were given a tour of Kellogg's Oak Brook facility, which opened students' eyes to the possibility of a career in information technology. ChicagiHOLA!nd also facilitates grants to Casa Central from the Kellogg Company Fund. In 2014, Kellogg was named Casa Central's Corporate Partner of the Year.



2014 AND EARLY 2015

RECOGNITIONS RECEIVED BY KELLOGG

TOP 50 COMPANIES FOR DIVERSITY (#26)
– *DiversityInc.*

TOP 10 COMPANIES FOR EMPLOYEE RESOURCE GROUPS (#8)
– *DiversityInc.*

TOP 10 COMPANIES FOR DIVERSITY COUNCILS (#4)
– *DiversityInc.*

100 BEST COMPANIES
– *Working Mother*

TOP COMPANIES FOR EXECUTIVE WOMEN
– National Association of Female Executives

100% SCORE ON THE ANNUAL CORPORATE EQUALITY INDEX
– Human Rights Campaign

[1] Throughout this report, we use first names and last initials only for our nonexecutive employees, to protect their privacy.

MEETING DIVERSE TASTES AROUND THE WORLD — AND IN THE U.S.

Diversity and inclusion isn't just about building a workforce with the right demographics. It's about succeeding as a business by understanding and meeting the diverse tastes of both global and U.S. consumers.

MARKETPLACE

PRINGLES ADAPTS TO MEET LOCAL FLAVOR PREFERENCES

As a global company, we proudly market and sell our foods in 180 countries. This presents quite a challenge, considering the vast diversity in taste preferences and traditions among nationalities and cultures around the world.

Certainly we need to recognize that what's popular in one region will not necessarily be popular in another. Pringles – which is readily customizable to different flavor profiles – provides a good example of how we seek to tailor our foods to meet diverse taste preferences around the world.

"Pringles creates a lot of specialty flavors that are specific to a region," said John G., Senior Director, Global Snacks Research, Quality, Nutrition and Technology. For example in 2014, John said, Pringles launched a Roasted Chicken flavor in the U.K., Wasabi Mayo in Japan and Prawn Cocktail in Asia.

JOHN G.,
SENIOR DIRECTOR, GLOBAL SNACKS RESEARCH, QUALITY, NUTRITION AND TECHNOLOGY



"Consumers in the U.K. tend to like 'meaty' flavors like chicken and beef," said John, "whereas those aren't as popular in the U.S." Some of the newer Pringles flavors launched in the U.S. include Spicy Guacamole and Chili Lime Buffalo Wings.

Nancy G., plant manager for the new Pringles plant in Malaysia, pointed out that even the "standard" Pringles flavors can differ slightly by region. "The Original flavor in Australia is not exactly the same as Original in Japan," she explained. "In Japan it's more a seasoning salt flavor with hints of mushroom and soy sauce. It's well adapted to what the Japanese like in a chip."



How do we determine what tastes consumers prefer in a given region? It's certainly not luck. In fact, John explains, it's the result of an in-depth process of qualitative and quantitative analysis of consumer trends and preferences that takes place long before any new product comes to market.

"We have Pringles research and development centers in key regions, including in Singapore, Belgium and the U.S.," John said. "They are responsible for identifying local consumers' flavor preferences." They conduct qualitative trend analyses, including research on the latest popular restaurants, chefs and cookbooks, and they work with flavor houses and suppliers who specialize in "flavor forecasting." They also conduct interviews and focus groups with local consumers, to find out what they are eating and what tastes pique their interest.

"Then we go into a quantitative approach," John said, "where we do flavor screening research and compile potentially hundreds of flavor ideas, and we ask consumers to rate the ideas." Those consumer responses can be sorted by segments, including ethnicity, race, gender, income level and more, John explained, so that a new flavor can be tailored to a specific audience. The flavors that do well in that analysis are further tested with consumers, developed and launched.

"It's an in-depth process," John said, "but it helps to ensure that we provide consumers around the world with foods and tastes that really appeal to them."

IN THE U.S., KELLOGG'S MULTICULTURAL MARKETING APPROACH EVOLVES

Recognizing that the consumer landscape is becoming increasingly diverse, our North American Marketing team has – for more than a decade – made a concerted effort to reach diverse consumer segments with our products, packaging and marketing campaigns.

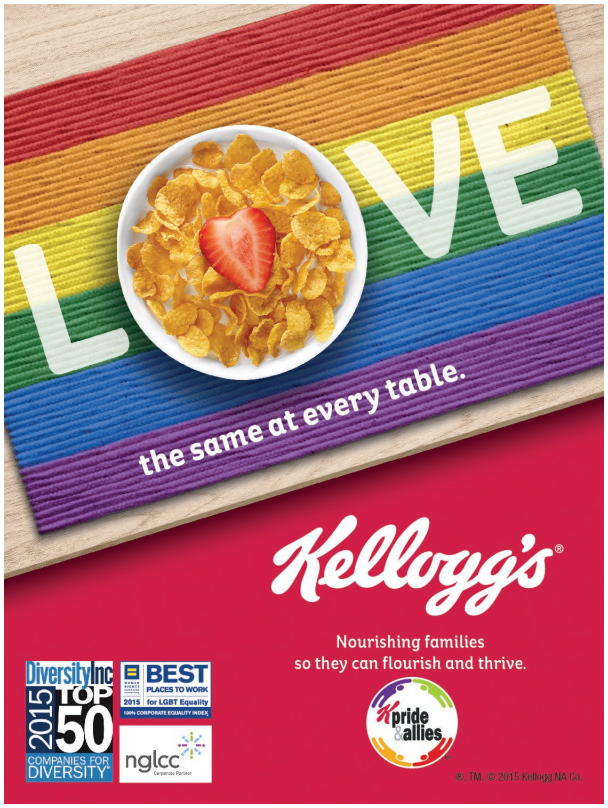
"There are multiple reasons why multicultural marketing is essential for Kellogg," said Larry Bruck, Vice President, Global Marketing, "but the most obvious is growth. It is the area of the marketplace that is growing in the U.S. Already, 42 percent of millennial moms in the U.S. are Hispanic. When you see statistics like that, you see the enormity of the strategic importance of reaching those consumers."

"Multicultural marketing is also the right thing to do from a values, diversity and inclusion perspective," Larry said. "It just makes good sense on every level."

Kellogg's multicultural marketing strategy has evolved gradually over time. The Kellogg Multicultural Marketing Center of Excellence (COE) now advocates a "total market approach," which Bruck describes as beginning with the overall brand strategy and then ensuring our consumer and shopper insights are compelling and relevant to all the diverse segments we serve, rather than "bolting it on" after the fact.

LARRY BRUCK, VICE PRESIDENT, GLOBAL MARKETING





Another aspect of the evolution involves considering a broader range of market segments. "We're now looking at the full spectrum of what 'multicultural' means," said Christopher R., Associate Director, Brand Marketing. "The Hispanic segment remains critically important, but we're moving beyond Hispanic to also focus more on African-American, Asian-American and LGBT consumers, in particular."

Larry concurred. "We've really become a best-in-class marketer to the Hispanic audience," he said. "Some of our brands – including *Cheez-Its®*, *Pop-Tarts®*, *Eggo®* and *Kellogg's Frosted Flakes®* – have done a great job reaching Hispanic consumers. So now we're expanding that. For example, the LGBT segment is a big focus for us this year."

Christopher said in addition to working with our Office of Diversity and Inclusion and our K-Pride & Allies ERG for insights and perspectives, they recently consulted with a marketing agency that

CHRISTOPHER R., ASSOCIATE DIRECTOR, BRAND MARKETING



specializes in LGBT consumers and completed a Nielsen study of the LGBT market segment. Kellogg brands are now beginning to include an LGBT focus in their communications, as part of their efforts to reflect the diversity of today's family compositions.

Another key focus of the Multicultural Marketing COE is directly educating Kellogg employees – in particular marketing and sales employees – about the benefits of multicultural marketing. For 2015, Christopher is hosting a series of five lunch-and-learns at Kellogg headquarters about the various market segments and the total market approach to multicultural marketing. The lunch-and-learns feature experts from external organizations and are being convened in partnership with the ERGs.

Looking ahead, Larry said he sees a future in which multicultural marketing is just an integral, seamless part of good marketing at Kellogg. "Our vision is that we get to a point where we aren't talking about it anymore," Larry said, "because it is just hardwired into everything we do."

"We're making very nice progress," he added. "We have matured as an organization in our approach to multicultural marketing. We have a lot of people in the company who are passionate about this, and they are doing great work. I think that's really exciting."



KELLOGG WINS MARKETING AWARD IN SOUTH AFRICA

In South Africa, the "Wake Up to Warmth" marketing campaign – for *Kellogg's All-Bran*® and *Kellogg's Corn Flakes*® instant porridges – won a Silver award at the POPAI Awards in 2014. The POPAI Awards are globally recognized and award excellence in point-of-purchase advertising displays and in-store communication activity. These two hot porridges were created specifically to meet local taste preferences in South Africa.



DRIVING BUSINESS SUCCESS IN JAPAN AND KOREA

A Q&A with Yukari I., Managing Director, Kellogg Japan and Korea

Q: YOU JOINED KELLOGG IN JULY 2013, AND ALREADY YOU HAVE DELIVERED STRONG BUSINESS RESULTS. HOW HAVE YOU ACCOMPLISHED THAT?

When I came on board I saw three major opportunities for Kellogg Japan. One is that granola was growing in popularity in that market, but Kellogg was not yet participating in that segment. So we introduced *Kellogg's® Fruit Granola* in Japan. It's a premium granola product with high-quality grain and dried fruit ingredients. We also launched a reduced-fat version. Both have proven very popular with Japanese consumers.

The second opportunity was that all of our cereals were sold in bag-in-box packaging, but consumers in Japan increasingly preferred "flex bags" – i.e., packaging that has no outer box. So we began offering some of our cereals – including the granolas and *Kellogg's® All-Bran* – in flex bags. Those have done very well.

Third, we have really increased our Kellogg's parent brand communications. We've implemented a strong program that emphasizes Kellogg's role as a pioneer in the cereal market and as the best choice for breakfast. We've also highlighted the wholesomeness of our simple grain ingredients.

I should also mention that I reorganized the leadership team and the entire team, who of course helped to drive these good results. I'm very pleased to say that we have good female representation on the leadership team, as four out of seven are women.

Q: TELL US ABOUT THE BUSINESS IN KOREA AS WELL.

In Korea we are working to get the fundamentals right, and we have made good progress. We have strengthened our marketing and sales capabilities in that country, and so now we are starting to perform. We have a very strong children's cereal segment, so we are building on that, while expanding the adult portfolio.

Q: WHAT IS YOUR VISION FOR THE FUTURE OF KELLOGG IN JAPAN AND KOREA?

I want *Kellogg's®* to be the preferred choice for breakfast cereals among Japanese and Korean consumers. In terms of snacks, Pringles is a great brand and very popular, and I have a strong passion to continue to grow that brand as well. I also want Kellogg to continue to be seen as a great place to work. Our employees are very proud to work for Kellogg – we have good employee engagement and are seen as a top choice employer. I want to see that continue.

SUPPORTING D&I OUTSIDE OUR WALLS

We support diversity and inclusion in the community through philanthropic giving to community organizations that support diversity and by purchasing from diverse-owned supplier companies.

SUPPLIER DIVERSITY PROGRAM STRENGTHENS BUSINESSES IN THE U.S. AND CANADA

Kellogg Company has a robust supplier diversity program that encourages and facilitates the purchase of goods and services from companies owned by disabled individuals; ethnic minorities; LGBT individuals; service-disabled veterans; and women. In 2014, we spent $399 million, or 6.7 percent of our total North America spend, with first-tier diverse suppliers (i.e., those from whom we buy directly). We're proud that our supplier diversity program has grown significantly since we first launched it more than 20 years ago.

In 2015 we were honored to be recognized by the Women's Business Enterprise National Council (WBENC) as one of America's Top Corporations for Women's Business Enterprises (Bronze level). The recognition honors leading companies who have demonstrated a solid commitment and passion for engaging, inspiring and empowering women-owned businesses in their supply chain. Debbie Magers, Vice President, Global Supply Chain at Kellogg, accepted the award on behalf of Kellogg at the WBENC's Summit and Salute event in Baltimore, Maryland.

Each year, Kellogg gives the Sojourner Truth Award to the certified diverse supplier that has the strongest supplier diversity program of its own – that is, that spends the most on other diverse suppliers. In 2014, the award went to Bay Corrugated Container Inc. of Michigan, which reported that 5.75 percent of its total 2014 spend was with other certified diverse suppliers.

KELLOGG EMPLOYEE RECOGNIZED FOR SUPPLIER DIVERSITY ADVOCACY

In 2014, Debra Q., Manager, Supplier Diversity, received the Advocate of the Year award from the National Gay and Lesbian Chamber of Commerce, the governing body that certifies LGBT-owned businesses. The honor is a result of Debra's passion and contributions to not only drive Kellogg's supplier diversity progress, but to support and mentor our diverse suppliers and other supplier diversity managers in the industry. Debra



DEBRA Q., MANAGER, SUPPLIER DIVERSITY

regularly conducts webinars to explain how companies can register as diverse suppliers, and she is active with numerous associations of diverse suppliers.

KELLOGG SUPPORTS UN WOMEN'S EMPOWERMENT PRINCIPLES

Kellogg Company is a signatory to the United Nation's Women's Empowerment Principles. The Principles seek to empower women to participate fully in economic life across all sectors and throughout all levels of economic activity around the world. "Here at Kellogg, we are working hard to put our purpose of 'nourishing families so they can flourish and thrive' at the center of everything we do," said Diane Holdorf, Chief Sustainability Officer and Vice President of Environment, Health and Safety. "Helping women at each step of our food journey – on the farm, in our value chain, within our business, and in families around the world – is a business imperative. This made becoming a signatory to the UN Women's Empowerment Principles an extension of our purpose, and aligned with our *K Values*™." (For more, see www.kelloggcorporateresponsibility.com)

DIANE HOLDORF, CHIEF SUSTAINABILITY OFFICER AND VICE PRESIDENT OF ENVIRONMENT, HEALTH AND SAFETY



FUNDING FOR DIVERSITY-FOCUSED ORGANIZATIONS

Over the past year, Kellogg provided grants to the following organizations:

- Asian & Pacific Islander American Scholarship Fund
- Association of Latino Professionals in Finance & Accounting
- Battle Creek Pride
- Casa Central (Chicago)
- Center on Halsted
- Congressional Medal of Honor Foundation
- Consortium for Graduate Study in Management
- Kalamazoo Gay Lesbian Resource Center
- La Rosa Family Services
- NAACP Legal Fellows Program
- National Council of La Raza
- National Organization on Disability
- National Society of Black Engineers
- NextGen Network
- Operation Homefront
- Society of Asian Scientists & Engineers
- Society of Women Engineers
- Thurgood Marshall College Fund
- Urban League
- Voces – Battle Creek
- Wounded Warrior Project

SUPPLIER SPOTLIGHT:
BALDWIN RICHARDSON FOODS

ERIN TOLEFREE, VICE PRESIDENT OF SALES, BALDWIN RICHARDSON FOODS, CO.



"Baldwin Richardson Foods is the result of the 'marriage' of Baldwin Ice Cream and Richardson Foods. Baldwin Richardson CEO and President Eric Johnson bought Baldwin Ice Cream in 1991. Then in 1997 the company acquired Richardson Foods and merged the two, creating Baldwin Richardson Foods. Baldwin Ice Cream was already one of the longest-running African-American-owned food companies in the country when Eric purchased the business, and we are proud to continue that tradition.

Baldwin Richardson is a premier supplier of custom-developed products and ingredients for some of the most iconic brands in the consumer packaged goods industry, including Kellogg. We also manufacture and market our own line of dessert products and savory sauces, including Mrs. Richardson's Dessert Toppings, and Nance's Mustards, Wing Sauces and Condiments. Our focus is delivering value to clients like Kellogg through innovation, continuous improvement and speed to market. We are headquartered in Chicago, though our flavorings and foods are made in the Rochester, New York, area. We are a family-owned and -run company with nearly 300 employees.

Our relationship with Kellogg started in 2001, when we began supplying fruit fillings for *Nutri-Grain*® bars. Today, Baldwin Richardson is the sole manufacturer of *Nutri-Grain*® bar fillings for all of North America. We also now supply fruit and sweet fillings for several other Kellogg brands, including *Kellogg's Mini-Wheats*®, *Special K*®, *Kashi*® and *FiberPlus*® foods.

We have a strong partnership with Kellogg – one that is built on transparency and long-term commitments. They are very clear with us what their needs, expectations and future plans are, which enables us to have a forward-looking viewpoint as well, helping us determine how we need to invest and what we need to be researching and exploring as a company. That's great, because it means we can spend our resources and time focused on the right things. Kellogg's appreciation for forward thinking and innovation also allows us to better position ourselves as a thought leader in how we bring new ideas, innovations and continuous improvement to the table.

Kellogg truly excels at building and developing strong supplier relationships. The company is very strategic in its approach to forming real partnerships with its suppliers. For instance, they've gotten to know our people and our processes, and they've visited our facilities. Not all companies do that. They are also good about recognizing and rewarding excellence. We were very proud to have won the Gold supplier award from Kellogg in 2013, which meant we were the highest-performing company among our peer ingredient supplier companies (not just among diverse suppliers, but all Kellogg suppliers). We won the Silver supplier award in 2014.

As a minority-owned company, we regularly support and sponsor diversity-related organizations, and as one of the largest African-American-owned food suppliers in the U.S., we actively assist and mentor other minority-owned businesses. One unique approach we take is to directly mentor other diverse supplier companies, providing the coaching, encouragement and support they need to get to that next level, to where they could supply a Fortune 500 company like Kellogg. Our CEO has taken this hands-on mentorship approach with several other diverse-owned companies. Kellogg takes this approach with its own diverse suppliers – providing coaching and assistance as needed. By encouraging these types of mentoring relationships, we feel like we are paying it forward for other diverse suppliers and partners."

TALENT ACQUISITION

Recruiting is a critical element of our diversity and inclusion strategy at Kellogg. We use a variety of means to reach diverse job candidates for open positions.

STRENGTHENING OUR APPROACH TO RECRUITING VETERANS

At Kellogg, we recognize that the skills veterans gain in the military are well suited to successful careers at our company. Leadership, discipline, commitment – these and other qualities help military veterans succeed in the civilian workforce.

Jason C., Team Lead, Talent Acquisition, explained that Kellogg's Talent Acquisition team has a new, three-pronged strategy for identifying and recruiting veterans:

- A Kellogg recruiting microsite customized for veterans (http://kellogg-veterans.jobs) includes a tool that helps vets determine how their skills and experience in the military can be applied at Kellogg.

JASON C.,
TEAM LEAD,
TALENT
ACQUISITION



- HirePurpose – a firm developed by veterans, for veterans – represents Kellogg at more than 60 career fairs on military bases annually.
- And in 2015 the Talent Acquisition team will participate directly in two career events catering to veterans: the Service Academy Career Conference and a career fair hosted by RecruitMilitary.Com.



"We believe these efforts will help us attract more military veterans who can put their skills and experience to work at Kellogg," said Jason.

Already, Kellogg has hired several people recommended by HirePurpose and interviewed many highly qualified candidates at a recent job fair.

BOLSTERING OUR RECRUITMENT OF DIVERSE RECENT GRADUATES

For many years, Kellogg has participated in career conferences sponsored by the Society for Black Engineers, the Society for Women Engineers, the National Black MBA Association, the National Society for Hispanic MBAs, and Reaching Out MBA. These career fairs are terrific ways for us to connect with diverse job candidates.

At the same time, those organizations – as their names imply – are geared toward individuals with advanced degrees. And many entry-level, salaried positions at Kellogg do not require advanced degrees. While our Talent Acquisition team connects with undergraduates in other ways, in 2014 they set out to bolster these capabilities further. Two promising partnerships have emerged from this effort.

First, the team began working with the Thurgood Marshall College Fund, which sponsors a Leadership Institute and career conference that draws top students from 47 Historically Black Colleges and Universities. "We hosted a booth at the

SHAUGHN C., UNIVERSITY RELATIONS MANAGER



career conference for the first time last year," said Shaughn C., University Relations Manager for Kellogg, "and we have gotten access to their talent database, which is great."

Second, the Talent Acquisition team began partnering with the Hispanic Association of Colleges and Universities (HACU), which is similar in that they bring together students from more than 400 institutions that serve predominantly Hispanic populations. Kellogg will attend HACU's career conference for the first time this fall.

"These two new partnerships will help us connect with strong new candidates for our entry-level positions – particularly our internships – going forward," said Shaughn.

KELLOGG'S RQNT FUNCTION ENDOWS SCHOLARSHIP AT TUSKEGEE UNIVERSITY

We seek to maintain the inside track to recruit the nation's best collegiate scholars in the fields of food and nutrition. That's why our Research, Quality, Nutrition and Technology (RQNT) function has endowed the Kellogg Company Theodora Morille-Hinds Food and Nutrition Science scholarship at Tuskegee University in Alabama.

Named for Theo Morille-Hinds, Kellogg Vice President, Global Quality, Technical Standards and Image, the scholarship helps to give Kellogg visibility among Tuskegee's predominantly African-American student population. In announcing the scholarship at the Tuskegee campus, Margaret Bath, Senior Vice President, Research, Quality and Technology, commented: "Theo has played a key role in facilitating the continued growth and development of the Food and Nutrition Sciences Department at Tuskegee. Endowing a scholarship also gives our company unique access to the wonderful emerging talent base here."



LEARNING AND DEVELOPMENT

Organizational change doesn't happen by accident. That's why dedicated learning and development opportunities are a key part of our diversity and inclusion strategy at Kellogg.

RECOGNIZING AND ROOTING OUT UNCONSCIOUS BIAS

In the workplace, people make decisions every day that may be driven by unconscious bias – i.e., biases that they're not immediately aware of. These may include decisions about purchasing, hiring and promotions, to name a few. Decisions influenced by unconscious bias are typically not made maliciously, but rather by well-intentioned people who have little or no awareness of the biases that affect their decisions about people who are different from them.

To address this challenge, Kellogg's Office of Diversity and Inclusion introduced and launched a new Unconscious Bias training course, which seeks to help participants uncover their own hidden perceptions and provide strategies and tools for recognizing and mitigating bias.

What makes the effort unique is that not only is the training offered as a stand-alone course (in a four-hour or eight-hour module), but the materials have been integrated and embedded into other talent management programs and processes.





STEPHANIE K., SENIOR DIRECTOR, GLOBAL TALENT MANAGEMENT AND TALENT ACQUISITION



"We have included a one-page guide on how to avoid unconscious bias in every hiring manager's requisition packet," explained Stephanie K., Senior Director, Global Talent Management and Talent Acquisition. "We also cover the concept in our behavior-based interview training, which all hiring managers take, and in our Leadership Essentials development program. We've also included it in the materials for our talent review process, which relates to succession planning for leadership roles."

Stephanie also noted that everyone in Kellogg's Talent Acquisition team in the U.S. – along with individuals from a wide array of other functions – has taken the full Unconscious Bias course.

JAMES D., SENIOR DIRECTOR, HUMAN RESOURCES, NORTH AMERICAN SUPPLY CHAIN



Feedback on the training modules has been very positive. "The ideas in the course were presented in a very nonconfrontational way," said James D., Senior Director, Human Resources, North American Supply Chain. "It enabled me to learn to 'check myself' in certain situations where I might make an assumption about someone." All plant directors and operations managers are expected to take the course in 2015.

Tracy Joshua, Vice President, Indirect Procurement, said that for her, the course was a refresher. "I previously served as a diversity coach and have taken similar trainings," she said. "In comparison, I thought this course was very strong and offered very practical ways to apply the learnings."

"People don't want to be biased," noted Stephanie. "They want to do the right thing. And this training helps them do it."

TRACY JOSHUA, VICE PRESIDENT, INDIRECT PROCUREMENT



KELLOGG LAUNCHES LEADERSHIP PROGRAM TO BUILD DIVERSITY OF OUR TALENT PIPELINE

In 2014, Kellogg launched the Cross-Cultural Leadership Development (CCLD) program, designed to help strengthen the retention and development of salaried people of color in our workforce. Seventeen individuals, all at the director level or above, participated in the inaugural one-day program, and all gave it favorable feedback.

"The session far exceeded my expectations," said Viveca F., Senior Director, Global Packaging. "We focused on clarifying the value we deliver to the

VIVECA F., SENIOR DIRECTOR, GLOBAL PACKAGING



business, and how we can engage senior leaders in ways that help us achieve our aspirations within the company."

Hsimin H., Fellow in Research, Quality, Nutrition and Technology, agreed it was a worthwhile development opportunity. "To me, this program was amazing," he said. "It talked about how we need to be truthful with ourselves about our own strengths and weaknesses, while also expressing our authentic selves and being confident in our own style."

HSIMIN H., FELLOW IN RESEARCH, QUALITY, NUTRITION AND TECHNOLOGY



Sponsored by the Kellogg Executive Diversity and Inclusion Council, the CCLD is aligned with our K Power to Grow leadership competencies and with the W.K. Kellogg Leadership Academy.

The course contains three modules:

- Succeeding in corporate America as a person of color
- Building and marketing "the brand called you"
- Leading and engaging with the head and the heart (emotional intelligence)

We are now expanding participation in the program across our North America region.

EXECUTIVE CROSS-CULTURAL MENTORING PROGRAM GETS RAVE REVIEWS, DOUBLES IN SIZE

In early 2015 we completed a one-year pilot of our Executive Cross-Cultural Mentoring program. But the program is by no means over. In fact, it was a terrific success and is now being expanded.

In the pilot phase, Global Leadership Team (GLT) members were paired with senior Kellogg leaders of different cultural and/or ethnic backgrounds. The program aimed to build relationships, strengthen cultural competence, and highlight the impact of diversity and inclusion on talent management, feedback (giving and receiving), and other aspects of the business environment. In addition, it was expected that the "mentees" would gain business and leadership knowledge and key connections at the company's most senior levels.

"I had very open and candid conversations and was able to ask for advice and coaching," said one mentee. "Also, the learning was in both directions – the two of us were learning through this." Though the pilot phase is over, most in the pilot group have extended their partnerships for another year.

For phase two, the program is doubling in size. "We have engaged not only the GLT but many of their direct reports as mentors for this second phase," said Carol L., Senior Diversity and Inclusion Business Partner. "We're also expanding the program to include more mentors and mentees in regions outside of the U.S."

NEWS FROM AROUND THE COMPANY

Diversity may have different definitions and contexts in Kellogg locations around the globe and even around the U.S. But the concept of inclusion is universal, and essential. Each of our global and U.S. locations supports D&I in their own unique ways.

WOK CONTINUES GLOBAL EXPANSION

While our Employee Resource Groups have been most active in our headquarters region of North America, our Women of Kellogg (WOK) ERG has recently expanded into Europe, Latin America and Asia Pacific. In 2014 and 2015, three WOK chapters were launched in Europe and 17 were established in Latin America.

In Asia Pacific, where WOK is launching across the region, the group is focusing on career advancement for women; work/life solutions, including flexible work schedules; networking, mentoring and sponsorship for female employees; and greater awareness of gender issues throughout the organization.

"The WOK team in Asia drafted an action plan for 2015 with clear deliverables and timelines," said Sangeeta P., Managing Director, Kellogg





India, and a WOK sponsor. “It is a great platform, and I am sure over the next few years it will help us have more fulfilled and engaged women associates across the region.”

The Latin America WOK chapters – or “circles,” as they are called in that region – already have more than 500 members. Each WOK circle meets once per quarter and is focusing on one or more of the following strategic pillars: professional and leadership development, mentoring and networking, work/life, and community.

“[The launch of WOK] is the first step of a great change for women in the organization,” said Tatiana B., Category Director, Breakfast and Snacks, Mercosur, Kellogg Latin America. “We as WOK members have a great opportunity to contribute and follow up on the success achieved by women [thus far] and to grow even more.”

The WOK chapters in Europe have sponsored a variety of initiatives, including a diversity festival week, “GenderSpeak” learning sessions, pre- and post-maternity coaching, and a paternity coaching program called First Time Fathers. Five additional WOK chapters are expected to launch in Europe in the remainder of 2015.













NANCY G., OPERATIONS DIRECTOR, SUPPLY CHAIN SINGAPORE (CENTER, IN RED)

NEW REGION, NEW DIVERSITY CHALLENGES FOR PLANT MANAGER

"The diversity challenges here in Malaysia are complicated. In the Pringles plant I led previously in Jackson, Tennessee, we thought about diversity primarily in terms of men/women, black/white. Here, we not only have the male/female dynamic, but three primary ethnic groups – Chinese, Indian and Malay – plus workers from Indonesia and Nepal.

My plant is brand new; we hired and put together the original team of 107 employees over a nine-month period. Among my challenges so far has been making sure we hired an appropriate ethnic mix, and also communicating to women in the organization that they can lead and speak up just like men. Neither of those things has come easily; both have taken deliberate effort. I feel particularly good that my management team is 40 percent women and includes good representation of all three major ethnic groups.

Going forward, I'll be working to bring out the best in every employee, including all the employees in the workforce. I want our hourly employees to voice their opinions and have a sense of ownership and responsibility for the business. And I want my managers to coach rather than just tell people what to do. Both of those things are not typical behaviors in Malaysia manufacturing."

OAK BROOK OFFICE CELEBRATES DIWALI

Diwali is the Indian festival of lights, and it's arguably the most important holiday of the year in India and a few other Southeast Asian countries. Kellogg Company's Oak Brook office – which houses the company's IT group and has a high proportion of employees of Southeast Asian heritage – has held a special lunchtime Diwali celebration each October for the past five years.

"Diwali celebrates the victory of light over darkness," explained Debasis C., Director, IT Enabling Functions Solutions. "But it's not just a religious event. There are many religious sects in India, and all come together to celebrate Diwali. That's why we enjoy celebrating it – it brings everyone together and promotes inclusion."

Oak Brook's Diwali event in 2014 drew about 200 employees and contractors and was sponsored by the Employee Engagement Committee and several IT vendors. It included an authentic Indian lunch, a slideshow highlighting Diwali themes, and culturally appropriate entertainment, such as Indian dances and songs.



DEBASIS C., DIRECTOR, IT ENABLING FUNCTIONS SOLUTIONS (ON RIGHT)





ATLANTA PLANT EMPLOYEES GIVE BACK ON MLK DAY

A group of 25 team members from Kellogg's Atlanta *Eggo*® plant participated in a day of service on Martin Luther King Jr. Day in January 2015. They helped the nonprofit Hosea Feed The Hungry serve its Annual MLK Jr. Day Dinner, which provided more than 2,000 meals to those in need at New Life Baptist Church in Decatur, Georgia. An additional 3,000 meals were delivered to nearby residents. This was the third year Kellogg's Atlanta team has participated in this event.







D&I COMMITTEE DELIVERS TAILORED WORKSHOPS

Kellogg's Research, Quality, Nutrition and Technology D&I Committee has worked diligently over the past few years to develop D&I workshops that RQNT departments can utilize to support teambuilding, learning and sensitivity. D&I Committee member Kathy M. has spearheaded these efforts, developing and rolling out five workshops that were attended by nearly 300 people in 2014. For 2015, the committee plans to launch additional workshops and train new facilitators.





D&I CHAMPIONS

Diversity and inclusion are a priority at Kellogg because leaders throughout the company see the value in it and care enough to champion it.



"Over the course of my career I have seen how our work environments have become more diverse and inclusive. As a result I have experienced the enormous positive impact D&I can have in terms of attracting and retaining the best talent, in team and organizational performance, and in delivering exceptional business results. When leaders embrace D&I, deliberately integrate it into their company's organizational strategy and embed it in the culture, the talent base is truly strengthened. This comes about because of people having forums to express their thoughts, unleash their ideas and stand up for their points of view. It is important to me that our people thrive and grow, that innovation flourishes, that we ensure new solutions surface and that we support teams to consistently over-deliver on their goals. Our teams can achieve this and more in diverse and inclusive environments."

MARÍA FERNANDA MEJÍA, PRESIDENT, KELLOGG LATIN AMERICA



"Diversity and inclusion are critical to the success of Kellogg Company and will create significant value and advantage. As just one example, D&I makes our company more attractive to external talent and supports the retention of our talent. Kellogg is making great progress in D&I, as we have for several years now been included in *DiversityInc*'s 'top 50' list. Looking ahead, we should continue to leverage our ERGs across the globe and even take steps to transition these groups into 'business resource groups.' That is the vision of the Young Professionals ERG that I sponsor – to create tangible value for our company in terms of business results."

ANDREW LOUCKS, PRESIDENT, U.S. FROZEN FOODS



"In an effort to have a workforce that reflects the diverse marketplace and consumers we serve as a company, we need to be diligent about creating an environment that values a culture of inclusion, diversity and employee engagement. We have proven that when we engage and include our people in our journey of making Kellogg a terrific place to work, we are able to connect in our communities and with our consumers."

JIM HOLTON, SENIOR VICE PRESIDENT, SNACKS U.S. SALES



"As a global company, we will achieve our objectives by ensuring that we represent the consumers we serve and have engaged employees who fully contribute each and every day. Some of the most successful business ideas can come from individuals working in teams and building on each other's ideas. Creating diversity of thought in an environment where everyone can contribute is really important. There are many things we do well at Kellogg in terms of diversity and inclusion, including involvement with our ERGs, integrating D&I more into the business agenda, providing awareness and training, and recognizing and celebrating our successes in diversity and inclusion. Looking forward, I would love for even more leaders and employees to be participating in our diversity work at Kellogg. Having greater diversity in our organization would make us more successful in serving our consumers."

SAMMIE LONG, SENIOR VICE PRESIDENT, GLOBAL HUMAN RESOURCES



MARRIOTT FOUNDATION HONORS MARK STEPHANY

In 2014, Mark Stephany, Vice President, Commercial Custom Sales, was honored as Leader of the Year by the Marriott Foundation's Bridges from School to Work program for his volunteer work. The Bridges program matches young people with disabilities with appropriate entry-level jobs. Mark mentored 15 Bridges participants on their career journeys in 2014. (Mark is on the right in the photo. Also pictured is John Willard "Bill" Marriott Jr., Executive Chairman and Chairman of the Board of Marriott International.)

PARTNERING WITH PROFESSIONAL ASSOCIATIONS

We partner with organizations in the U.S. that provide networking and professional development opportunities for particular demographic segments, and we seek opportunities for our employees to take part in their activities. These organizations include:

- ASSOCIATION OF LATINO PROFESSIONALS IN FINANCE AND ACCOUNTING (ALFPA)
- CATALYST
- DIVERSITYINC
- EXECUTIVE LEADERSHIP COUNCIL (ELC)
- GAY, LESBIAN AND STRAIGHT EDUCATION NETWORK (GLSEN)
- HIREPURPOSE
- NATIONAL ASSOCIATION FOR FEMALE EXECUTIVES (NAFE)
- NATIONAL BLACK MBA ASSOCIATION (NBMBAA)
- NATIONAL ORGANIZATION ON DISABILITY (NOD)
- NATIONAL SOCIETY OF HISPANIC MBAS (NSHMBA)
- NETWORK OF EXECUTIVE WOMEN (NEW)
- PFLAG (FORMERLY PARENTS, FAMILIES AND FRIENDS OF LESBIANS AND GAYS)
- REACHING OUT MBA (ROMBA)
- WOMEN'S FOODSERVICE FORUM (WFF)

"The Executive Leadership Council provides an opportunity for diverse mid-level leaders to connect and dialogue about successes and challenges commonplace in corporate America. At Kellogg, I'm inspired that our senior leaders are embracing the importance of cultivating diverse talent to enhance our capabilities in the marketplace and create a pipeline for leaders in senior-level roles."

TORRANCE B., SENIOR DIRECTOR, RETAIL SALES

OUR EMPLOYEE RESOURCE GROUPS

Kellogg's eight ERGs provide employees with opportunities for networking, professional development and community volunteering. They also help to drive business results by providing input on products and marketing campaigns.



KVETS



K-PRIDE & ALLIES



KAPABLE



¡HOLA!



KMERG



KAARG



WOK



YOUNG PROFESSIONALS

¡HOLA!

GAINS CROSS-INDUSTRY PERSPECTIVES ON D&I BEST PRACTICES

Members of ¡HOLA!, our Latino Employee Resource Group, joined leaders from Herman Miller's Inclusion Resource Teams (similar to ERGs) to discuss diversity and inclusion best practices. (Herman Miller is a Michigan-based furniture company.) The event was held at the W.K. Kellogg Manor House outside of Battle Creek, Michigan. >>



>> Representatives from the two companies sought to learn from each other and share information about their activities and initiatives. Participants primarily discussed diversity metrics, multicultural marketing and recruiting. In breakout groups and full-group sessions, they shared best practices from each company and developed ideas for future implementation. Analia B., from Kellogg's Multicultural Marketing Center of Excellence, gave a well-received presentation on Kellogg's current multicultural marketing efforts.

Members from the Kellogg Multinational Employee Resource Group and Women of Kellogg were also in attendance. This is the second year Kellogg and Herman Miller have met, and participants hope to include more companies next year.





MEMBER SPOTLIGHT

"My heritage and my culture are very important to me. I have been fortunate to have great opportunities, and I wanted to be able to give back to people with similar backgrounds. **¡HOLA! has given me an opportunity to interact with and help the growing number of Hispanic families in my community.** By being a member, I've been able to work with some great nonprofit organizations that help to create a higher quality of life for Hispanics.

I've also found that ¡HOLA! is an excellent way to meet and interact with fellow employees at Kellogg. It has helped me expand my professional network and meet a great group of people with diverse backgrounds and work experiences. My time at Kellogg and with ¡HOLA! has truly been rewarding."



ARMANDO H., CUSTOMER MARKETING MANAGER, SPECIALTY CHANNELS

KAPABLE SPONSORS EXCITING KICKOFF EVENT

Kapable – our newest ERG – is geared toward employees with disabilities and their advocates. Kapable held a very successful kickoff event at Kellogg headquarters in April 2015, at which employees learned about Kapable's objectives and goals and how to become a member. More than 300 employees attended. >>



>> The kickoff featured special guest Matt Stutzman, an Olympic athlete in archery who was recently named a member of Team Kellogg's for the 2016 Paralympic Games in Brazil. Known as the "Armless Archer," Matt shared his experience adapting to the "normal" world by learning to do things with his feet and toes that most people do with their arms and hands.

At the event, participants learned that Kapable's mission is to ensure that Kellogg is a welcoming and inclusive environment for current and future employees with disabilities, and supporters of those who are differently abled. The group's vision is that Kellogg Company is an environment where everyone, regardless of their abilities, can flourish and thrive.







MEMBER SPOTLIGHT

"I am one of the co-chairs of the new Kapable ERG. I have been a member of several different ERGs in my 12 years at Kellogg, and through those memberships I've gained a lot of insights, both personally and professionally. I had been looking for the right opportunity to engage in a position of leadership that I had a particular passion for, when I heard about Kapable.

Kapable hit home for me in that we traditionally think about disabilities and differently abled employees as being 'visible.' But many more people have disabilities that are not visible to the human eye.

I think we have an exciting opportunity to engage our current and future employee populations, along with consumer segments, through this new ERG. Kapable will benefit employees and the company alike by increasing awareness of disability issues, expanding our inclusive culture and making accommodations more common in our workplace."



GERRY MCMAHON,
VICE PRESIDENT,
MANUFACTURING

KELLOGG AFRICAN-AMERICAN RESOURCE GROUP

WELCOMES DESMOND HOWARD TO KELLOGG FOR BLACK HISTORY MONTH

In February 2015, Desmond Howard partnered with the Kellogg African-American Resource Group (KAARG) to celebrate Black History Month. Desmond is a former college and professional football player who won the Heisman Trophy in 1991. For the past 11 years he has hosted the Saturday morning ESPN show College GameDay. Drawing from all of these experiences, Desmond kept his Kellogg audience engaged and laughing while imparting valuable knowledge about what it takes to be a great leader. >>



>> One key nugget that Desmond shared was that "A good leader holds everyone accountable regardless of friendships," noting that not everyone has that ability. One way Desmond holds himself and others accountable is by focusing on and understanding the process. Though people often focus on the end result, "I like the process," Desmond said. He said the process is what makes the result excellent and what motivates him to work harder.





MEMBER SPOTLIGHT

"I decided to become a member of KAARG so I could connect with other individuals in the company from various backgrounds, such as marketing and sales, etc., to cultivate an environment for diverse thinking, which should translate into solutions that meet corporate growth objectives and initiatives across channels, brands and business units.

It's important to me that KAARG – along with other ERGs – foster mentoring programs, share best practices and help to create a talent pipeline for the years to come. The business world is changing, so it's imperative that we strengthen the voices and identities of those who represent the leadership of the future.

Although I haven't been part of KAARG for very long, I see the necessity to help define the value proposition for the group's existence and how performance will be measured and monitored. This will help to further bolster the business case for diversity."



MICAH H.,
PLANT DIRECTOR,
CHICAGO BAKERY,
SNACKS DIVISION

KELLOGG MULTINATIONAL EMPLOYEE RESOURCE GROUP

SPONSORS INNOVATION CHALLENGE WITH AN INDIAN TWIST

The Kellogg Multinational Employee Resource Group (KMERG) sponsored an Emerging Markets India Innovation Challenge in March 2015. The idea for the challenge came out of a meeting between KMERG leaders and John Bryant, Kellogg's Chairman and CEO. The event coincided with a visit by Kellogg global leadership to the company's headquarters in Battle Creek. >>



>> Organizers of the Innovation Challenge invited Kellogg employees to submit innovative food ideas that would help spur growth in our India market. Participating teams worked closely with Marketing to develop and refine their ideas. A total of 22 new food ideas were presented to Kellogg leadership at the Emerging Markets Innovation showcase. Three were chosen as winners.

The organizers received a good deal of positive feedback about the showcase from our Global Leadership Team. The event illustrated not only the creativity of our employees but also the possibility of growing our Kellogg business globally using our diverse multinational employees.





MEMBER SPOTLIGHT

"Whenever I am asked where I am from, I have to stop to think! I was born and raised in the United Arab Emirates, but I am of Indian origin and also have Portuguese ancestry, and I studied in India and the U.S.

Given my background and diverse cultural exposure, I have always been passionate about learning from, and interacting with, people from different cultures. From the time I joined Kellogg in January 2013, KMERG has done that and more for me. **Each KMERG experience has been unique in helping me learn something new relating to the business – either a cultural aspect or professional development – as well as network with KMERG members.**

I believe that, to be successful, one needs to be 'glocal' by embracing both global and local cultures. KMERG strongly drives the 'glocal' culture at Kellogg, which I am proud to be a part of."



TANYA D.,
MANAGER, QUALITY PROGRAMS – QUALITY INNOVATION

K-PRIDE & ALLIES

SPONSORS PANEL DISCUSSION ON HOW TO BE AN LGBT ALLY

In March, K-Pride & Allies held a panel discussion on "out allies" – that is, what it means to be a straight ally to the LGBT community. The panel included three senior Kellogg leaders and two external leaders – including the mayor of East Lansing, Michigan, and a representative of Equality Michigan. >>



>> The panelists spoke from their own experiences being allies and gave practical advice on how to speak out and speak up to help stop discrimination, in both personal interactions and in terms of public policy.

In addition, for National Anti-Bullying Month in October, K-Pride & Allies partnered with our other ERGs for a month-long anti-bullying series that included weekly employee emails to increase awareness of bullying and suggested steps to stop it. During the month, anti-bullying coach Travis Brown spoke to employees at Kellogg's Battle Creek headquarters. "Don't be a bystander to bullying," Brown said. "Step in and do or say something to help the person being targeted."





MEMBER SPOTLIGHT

"As an out and proud gay man originally from Kellogg's Australian business, I was happy to see that K-Pride & Allies existed to support LGBT people and allies. **Knowing that the group did such a great job in enabling people to bring their whole selves to work was a critical factor in the decision I made to relocate to the U.S. with my partner (now husband) almost five years ago.** It's very important to me that the company truly supports and invests in diversity and inclusion, and all the ERGs play a big role in doing that.

The best thing about K-Pride is the people – the fantastic LGBT people as well as our wonderful allies. I've met some truly inspirational individuals, formed great friendships and been able to learn more about diversity and inclusion in the workplace. K-Pride is also a great resource for information on the LGBT community outside of work."



BEN J., PRINCIPAL TECHNICAL PARTNER, SUPPLY CHAIN QUALITY

KVETS & SUPPORTERS

COMMEMORATE MEMORIAL DAY WITH SPECIAL GUEST

KVets & Supporters commemorated Memorial Day by hosting a visit from Brigadier General Linda McTague, U.S. Air Force (Retired). Brig. Gen. McTague, who is originally from Battle Creek, Michigan, was the first female commander of a fighter squadron in the Air Force. >>



>> She spoke to Kellogg employees about her experience during the 9/11 attacks, when she was Commander of the 113th Wing of the Air National Guard in Washington, DC. Approximately 100 people attended the event.

KVets members also help to support the Southwest Michigan chapter of Talons Out Honor Flight, a nonprofit that flies military service veterans to Washington, DC (at no charge to the vets) to visit their combat memorials. In May, nearly 80 veterans took part in the trip, which included visits to the World War II, Korean War and Vietnam War memorials. In September, more than 60 veterans made a similar visit.



MEMBER SPOTLIGHT



GREG M.,
SENIOR DIRECTOR,
GLOBAL MARKETING
OPERATIONS

"I've been with Kellogg for 19 years. Several years ago I became one of the founding co-chairs of KVets & Supporters, along with Jason S. I am a graduate of the United States Naval Academy and served on active duty as a Naval Officer for six years. I served on sea duty in the Persian Gulf and the Mediterranean, and was able to visit numerous ports throughout the world. I then served as a Naval Reserve Officer for 16 years. I enjoyed my military experience, and it provided skills that are valuable to my Kellogg career. Leadership, problem solving, annual planning, contingency planning and strategy development were skills that the military helped me develop.

I got involved with KVets because I wanted to help provide the same opportunity for other military veterans. The KVets group has members from all of the Armed Forces, and we come together to share our common passion. **KVets has enabled me to realize the range of backgrounds that Kellogg employees have experienced with the Armed Forces – as members or supporters."**

WOMEN OF KELLOGG REACHES THOUSANDS OF FAMILIES IN NEED WITH HUNGER RELIEF

Women of Kellogg (WOK) has adopted *Breakfasts for Better Days*™, Kellogg Company's signature cause, as the focus of their global community engagement. They recently sponsored three events in support of this cause. >>



ERGS

>> First, WOK members volunteered at food banks and food pantries on a designated day in July 2014 in four cities: Pittsburgh; Chicago; and Battle Creek and Grand Rapids, Michigan. Second, they held a similar effort on one day in September. In that case, the event was expanded to include all of the other ERGs, which more than doubled participation and more than tripled the number of cities involved. During both events, volunteers helped repack, sort and distribute food for hundreds of families in their communities.

Then in October, WOK held a food drive in recognition of World Food Day as part of the company's efforts. WOK challenged the other ERGs in Battle Creek to see which group could collect the most bags of food. Overall, 685 bags of food were collected.





MEMBER SPOTLIGHT

"I am a member of WOK because I welcomed the opportunity to network and collaborate with Kellogg employees outside the Blue Anchor Plant, where I work. WOK connects you to a powerful network of professionals within Kellogg. I attend WOK talks, webinars and panel discussions and have gotten involved in volunteering at the local food bank. **The biggest benefits for me have been the friendships and interesting learnings from other members.**

Of course, WOK is not open only to women. I encourage everyone to join who has an interest in the success of women at Kellogg. If there is a woman on your team or in your life, or if you have a responsibility to manage or mentor, I encourage you to join. Also, the things I learn at work I share with my own daughter. So the WOK learnings are transferrable outside of work and can be of value to the careers of daughters, sisters, wives, nieces and friends."



WANDA J.,
HUMAN RESOURCES MANAGER, BLUE ANCHOR PLANT

YOUNG PROFESSIONALS
GIVE BACK TO THE COMMUNITY

The Kellogg Young Professionals (YP) chapter in Arkansas spent one morning recently preparing and serving free hot meals to families and individuals in need at the Samaritan Café, a restaurant-style soup kitchen run by staff and volunteers. In the past, the Café has served more than 82,000 free, warm and healthy meals to the needy. >>



>> Sixteen YP members took part during this special day of community service. The event was organized to connect the Kellogg YP Chapter in Arkansas with the community and to provide needed help at the Samaritan Café. Chapter members had a great day serving meals and working together to live out the company's *K Values*™ in the community.

YP has also hosted numerous other events around the country, including a day of service in Cincinnati at the local Ronald McDonald House; a lunch-and-learn in Philadelphia on thriving in a multigenerational workforce; and a "speed networking" event with senior Kellogg leaders in Battle Creek.







MEMBER SPOTLIGHT

"I've learned a lot about the business by attending Young Professionals events, such as lunch-and-learns. In 2014, for instance, I found the lunch-and-learn hosted by Sales Learning and Development to be very informative. It was great to get a better understanding of the work that goes on in the stores and behind the scenes to make sure our products reach consumers.

Also, being a member of YP is important to me because it allows me to network with other professionals across the organization that I might not otherwise connect with in my role. I have always felt included and welcomed to every ERG event, which has been great, especially when I transferred from the Oak Brook office to Kellogg's Battle Creek headquarters. My participation in Young Professionals has not only helped me grow professionally, it really made the transition to a new location easier."



MELANIE G.,
ORGANIZATIONAL EFFECTIVENESS SPECIALIST




MERG



THE KELLOGG COMPANY DIVERSITY AND INCLUSION OFFICE



LEFT TO RIGHT, NOEL H., SARAH B., MARK KING, KRISTIN M., CAROL L.





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