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

Aug. 31, 2023
WORKFORCE COMPOSITION AND CHANGE OVER TIME
U.S.-based Workforce
People of Color Staff Representation Trend
10-Year Period 8/31/13 - 8/31/23
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (8/31/13 - 8/31/23)
U.S.-based Workforce Composition by Gender
10-Year Comparison: 8/31/13 - 8/31/23

Ten Years Prior
- Female: 74% (123)
- Male: 26% (43)

Current Year
- Female: 75% (164)
- Male: 25% (55)
WORKFORCE COMPOSITION BY JOB CATEGORY
U.S.-based Workforce Composition by Race/Ethnicity and Job Category as of August 31, 2023

- Executives: 50% (5)
- Directors: 48% (15)
- People Leaders: 53% (9)
- Officers: 43% (20)
- Managers and Analysts: 57% (33)
- Admins and Specialists: 46% (26)

Legend:
- People of Color
- White
U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison: 8/31/13 - 8/31/23

- **Executives**
  - People of Color: 44% (Ten Years Prior), 50% (Current Year)
  - White: 56% (Ten Years Prior), 50% (Current Year)

- **Directors**
  - People of Color: 29% (Ten Years Prior), 25% (Current Year)
  - White: 71% (Ten Years Prior), 75% (Current Year)

- **People Leaders**
  - People of Color: 52% (Ten Years Prior), 47% (Current Year)
  - White: 48% (Ten Years Prior), 53% (Current Year)

- **Officers**
  - People of Color: 25% (Ten Years Prior), 36% (Current Year)
  - White: 75% (Ten Years Prior), 64% (Current Year)

- **Managers and Analysts**
  - People of Color: 47% (Ten Years Prior), 43% (Current Year)
  - White: 53% (Ten Years Prior), 47% (Current Year)

- **Admins and Specialists**
  - People of Color: 40% (Ten Years Prior), 57% (Current Year)
  - White: 60% (Ten Years Prior), 65% (Current Year)

- **Analysts**
  - People of Color: 43% (Ten Years Prior), 64% (Current Year)
  - White: 57% (Ten Years Prior), 46% (Current Year)

- **Specialists**
  - People of Color: 35% (Ten Years Prior), 54% (Current Year)
  - White: 65% (Ten Years Prior), 46% (Current Year)
U.S.-based Workforce Composition by Gender and Job Category as of August 31, 2023

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Female (%)</th>
<th>Male (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executives</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Directors</td>
<td>55%</td>
<td>45%</td>
</tr>
<tr>
<td>People Leaders</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Officers</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>Managers and Analysts</td>
<td>76%</td>
<td>24%</td>
</tr>
<tr>
<td>Admins and Specialists</td>
<td>88%</td>
<td>13%</td>
</tr>
</tbody>
</table>
U.S.-based Workforce Composition by Gender and Job Category
10-Year Comparison: 8/31/13 - 8/31/23

- **Executives**
  - Female: 56% (5) Ten Years Prior, 50% (5) Current Year
  - Male: 44% (4) Ten Years Prior, 50% (7) Current Year

- **Directors**
  - Female: 50% (5) Ten Years Prior, 50% (7) Current Year
  - Male: 50% (7) Ten Years Prior, 50% (7) Current Year

- **People Leaders**
  - Female: 55% (17) Ten Years Prior, 75% (12) Current Year
  - Male: 45% (14) Ten Years Prior, 24% (4) Current Year

- **Officers**
  - Female: 76% (22) Ten Years Prior, 76% (13) Current Year
  - Male: 24% (11) Ten Years Prior, 23% (11) Current Year

- **Managers and Analysts**
  - Female: 67% (36) Ten Years Prior, 77% (36) Current Year
  - Male: 33% (22) Ten Years Prior, 23% (11) Current Year

- **Admins and Specialists**
  - Female: 60% (15) Ten Years Prior, 76% (44) Current Year
  - Male: 40% (10) Ten Years Prior, 24% (14) Current Year
BOARD COMPOSITION
Board of Trustees Composition by Race/Ethnicity
10-Year Period (2013-2020)

Note: No data is shown for years in which there were no changes. Percentages may not equal 100 due to rounding.
Note: No data is shown for years in which there were no changes to board composition. Percentages may not equal 100 due to rounding.
WORKFORCE COMPARISON TO SELECTION POPULATION STATISTICS
Note: WKKF data as of 8/31/23; population statistics from the 2022 U.S. Census Estimates.