WORKFORCE COMPOSITION AND CHANGE OVER TIME
U.S.-based Workforce Representation by Race/Ethnicity
10-Year Comparison (2007/08 - 2017/18)

- **2007/08 Total=178**
  - People of Color: 43 (24%)
  - White: 135 (76%)

- **2017/18 Total=183**
  - People of Color: 80 (44%)
  - White: 103 (56%)

Legend:
- Green: People of Color
- Blue: White
U.S.-based Workforce Composition
People of Color Staff Representation Trend
10-Year Period (2007/08 - 2017/18)
U.S.-based Workforce Composition by Race/Ethnicity
10-Year Comparison (2007/08 - 2017/18)

Percentages may not equal 100% due to rounding.
U.S.-based Workforce Representation by Gender
10-Year Comparison (2007/08 - 2017/18)

2007/08 Total=178
- Female: 135 (76%)
- Male: 43 (24%)

2017/18 Total= 183
- Female: 134 (73%)
- Male: 49 (27%)
WORKFORCE COMPOSITION BY JOB CATEGORY

It’s all about the children.
U.S.-based Workforce Representation by Race/Ethnicity and Job Category as of Aug. 31, 2018

- Trustees: 63% (5) People of Color, 37% (3) White
- Executives: 36% (4) People of Color, 64% (7) White
- Directors: 53% (9) People of Color, 47% (8) White
- Program Officers & Managers: 68% (36) People of Color, 32% (17) White
- Other Exempt Professionals: 25% (12) People of Color, 75% (36) White
- Non-Exempt: 35% (19) People of Color, 65% (35) White
<table>
<thead>
<tr>
<th>Year</th>
<th>Trustees</th>
<th>Executives</th>
<th>Directors</th>
<th>Program Officers &amp; Managers</th>
<th>Other Exempt Professionals</th>
<th>Non-Exempt</th>
</tr>
</thead>
<tbody>
<tr>
<td>07/08</td>
<td>50% (5)</td>
<td>37% (3)</td>
<td>64% (7)</td>
<td>47% (8)</td>
<td>32% (17)</td>
<td>65% (35)</td>
</tr>
<tr>
<td>17/18</td>
<td>63% (5)</td>
<td>78% (7)</td>
<td>36% (4)</td>
<td>53% (9)</td>
<td>68% (36)</td>
<td>35% (19)</td>
</tr>
</tbody>
</table>

U.S.-based Workforce Representation by Race/Ethnicity and Job Category
10-Year Comparison (2007/08 - 2017/18)
U.S.-based Workforce Representation by Gender and Job Category
as of August 31, 2018

<table>
<thead>
<tr>
<th>Category</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Executives</td>
<td>64%</td>
<td>36%</td>
</tr>
<tr>
<td>Directors</td>
<td>59%</td>
<td>41%</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>70%</td>
<td>30%</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>75%</td>
<td>25%</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>81%</td>
<td>19%</td>
</tr>
</tbody>
</table>
U.S.-based Workforce Representation by Gender and Job Category
10-Year Comparison (2007/08 - 2017/18)

<table>
<thead>
<tr>
<th>Job Category</th>
<th>07/08 Female</th>
<th>07/08 Male</th>
<th>17/18 Female</th>
<th>17/18 Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trustees</td>
<td>30% (3)</td>
<td>70% (7)</td>
<td>33% (3)</td>
<td>64% (7)</td>
</tr>
<tr>
<td>Executives</td>
<td>50% (4)</td>
<td>50% (9)</td>
<td>50% (3)</td>
<td>59% (10)</td>
</tr>
<tr>
<td>Directors</td>
<td>67% (6)</td>
<td>50% (9)</td>
<td>64% (7)</td>
<td>50% (9)</td>
</tr>
<tr>
<td>Program Officers &amp; Managers</td>
<td>76% (19)</td>
<td>76% (19)</td>
<td>70% (37)</td>
<td>70% (37)</td>
</tr>
<tr>
<td>Other Exempt Professionals</td>
<td>76% (54)</td>
<td>75% (36)</td>
<td>75% (36)</td>
<td>75% (36)</td>
</tr>
<tr>
<td>Non-Exempt</td>
<td>91% (50)</td>
<td>81% (44)</td>
<td>81% (44)</td>
<td>81% (44)</td>
</tr>
</tbody>
</table>

Female: 30% (3)  Male: 70% (7)
Board of Trustees Race/Ethnicity Composition
30-Year Period (1988 - 2018)

Note: No data is shown for years in which there were no changes. Percentages may not equal 100% due to rounding.
Board of Trustees Gender Composition
30-Year Period (1988 - 2018)

Note: No data is shown for years in which there were no changes
WORKFORCE COMPARISON TO SELECT POPULATION STATISTICS
W.K. Kellogg Foundation U.S.-based Workforce Compared to Select Population Statistics by Race/Ethnicity

Note: WKKF US-based on staff as of Aug. 31, 2018; population statistics from U.S. Census 2017 estimated data.