



Kellanova Ireland

Gender Pay Gap Report 2025



Introduction

A place at the table for everyone

Tammy Winnie
VP Human Resources,
Kellanova Europe

Kellanova's culture and success are rooted in a firm belief that **good business does good for our people, our communities, and our planet**. We've proudly built a 100-year legacy on this collective and inclusive approach, and it's the bedrock for achieving our vision to be the world's best-performing snacks-led powerhouse.

We take pride in encouraging talented colleagues to be their authentic selves and actively support them to positively share their perspectives, experiences and ideas. This creates an environment where **Equity, Diversity and Inclusion (ED&I)** thrives and enriches everything we do.

Since 2019, we've been on an exciting journey with the **LEAD Network**. We signed the 50:50 CEO Pledge and set an aspirational goal of achieving gender parity at manager level and above across Europe. **In 2022, we proudly reached this goal, three years ahead of schedule.**

Embracing ED&I supports our purpose and goals to nurture our people, communities and planet. The Kellanova **Better Days Promise** advocates for sustainable and equitable access to healthy food, without compromise. We believe in a day where people are fed and fulfilled, where our planet thrives and where there is a place at the table for everyone.

We are committed to delivering **Better Days for 4 billion people by 2030** and will achieve this by engaging billions of people as advocates, improving wellbeing by nourishing 1.5 billion people and tackling hunger by feeding 400 million people facing food insecurity. Appreciating and celebrating every person for who they are is crucial to this.

Practical, progressive actions

Empowering colleagues to share ideas and champion change is a powerful part of our culture.

Our **Business Employee Resource Groups (BERGs)** bring colleagues together to spark collaboration and innovation. The groups inspire and influence meaningful ways of working that deliver our purpose and expand our ambitions.

Our ongoing partnerships and recognitions continue to inspire us and celebrate the valuable contributions made by our colleagues. A team effort saw us named **'Best in Class CPG Company'** by the LEAD Network, ranking in **The Times Top 50 Employers for Gender Equality 2024**, and being awarded **'Company of the Year' at the European Diversity Awards 2024**. These honours are a credit to the dedication, collaboration and positivity of Kellanova colleagues, who make it possible for everyone to bring their true selves to work.

ED&I runs throughout our organisation, from leadership development, to manager training and people processes. In 2024, we launched **The Leadership Lab**, designed to help all our European people managers deepen their understanding of psychological safety and inclusion. This reinforces our commitment to creating an environment where every voice is heard and valued.

We are also proud of the steps we've taken to make our policies more inclusive. In January 2024, we launched a **co-parenting policy**, extending additional paid leave to co-parents, inclusive of **LGBTQ+ families**. This is one of many ways we continue to evolve our benefits and policies to reflect the diverse needs of our colleagues.

As Ireland is the home of our European head office, we firmly believe it's important for us to lead by example to support the progression of the Irish FMCG sector. Although we are proud of the progress we're making, we know there is still more to do. We remain committed to taking meaningful action to strengthen inclusion, equity and belonging in everything we do.



Understanding our Gender Pay Gap Report



Kellanova proudly maintains an equal pay approach that is non-discriminatory and ensures all colleagues are fairly rewarded for the roles they fulfil.

Our reporting is based on payroll data from the preceding 12 months, as of 10 June 2025 (the relevant date). This includes all types of pay, allowances and Benefits in Kind (BiK) provided during this period.

The majority of bonuses included are from our Annual Incentive Plan (AIP). In line with changes introduced in 2024, Long Term Incentives (LTI) are now reported based on awards that have vested and/or options that have been exercised during the reporting period, rather than simply granted awards. This ensures that the total pay reported reflects actual remuneration received by employees during the period.

The analysis in this report focuses specifically on the gender pay gap reporting requirements, including:

- The difference between the mean (average) and median (middle) pay of men and women employees, with this split across three groups:
 1. All employees.
 2. Part time employees only.
 3. Employees on temporary contracts.
- The difference between the mean and median bonus pay of men and women employees.
- The percentage of men and women employees who were paid a bonus in the previous year.
- The percentage of men and women employees who received BiK in the previous year.
- The proportion of men and women employees employed in quartile pay bands (where the list of employees is put in pay order and split into quarters).



Equal Pay

Men and women are paid the same for like work



The Gender Pay Gap

The difference in average hourly earnings between all men and women across an organisation



Explaining the terminology:

Equal pay involves a direct comparison of people who are performing equal or comparable work in the same or similar jobs. This is the high standard that Kellanova holds itself to globally and across Europe.

The gender pay gap is different to equal pay, as it is a measure of the difference in the average pay of all men and women across an organisation, irrespective of role, seniority, and the nature of the work. This metric can indicate a discrepancy in the type of work being done by men and women on average, and the impact on average compensation as a result.

Bonus is any additional pay relating to profit sharing, productivity, performance, incentive or commission in the form of money, vouchers or shares. The majority of bonuses we included are from our AIP. It also includes the value of any share options that have vested.

What is the difference between 'mean' and 'median'?

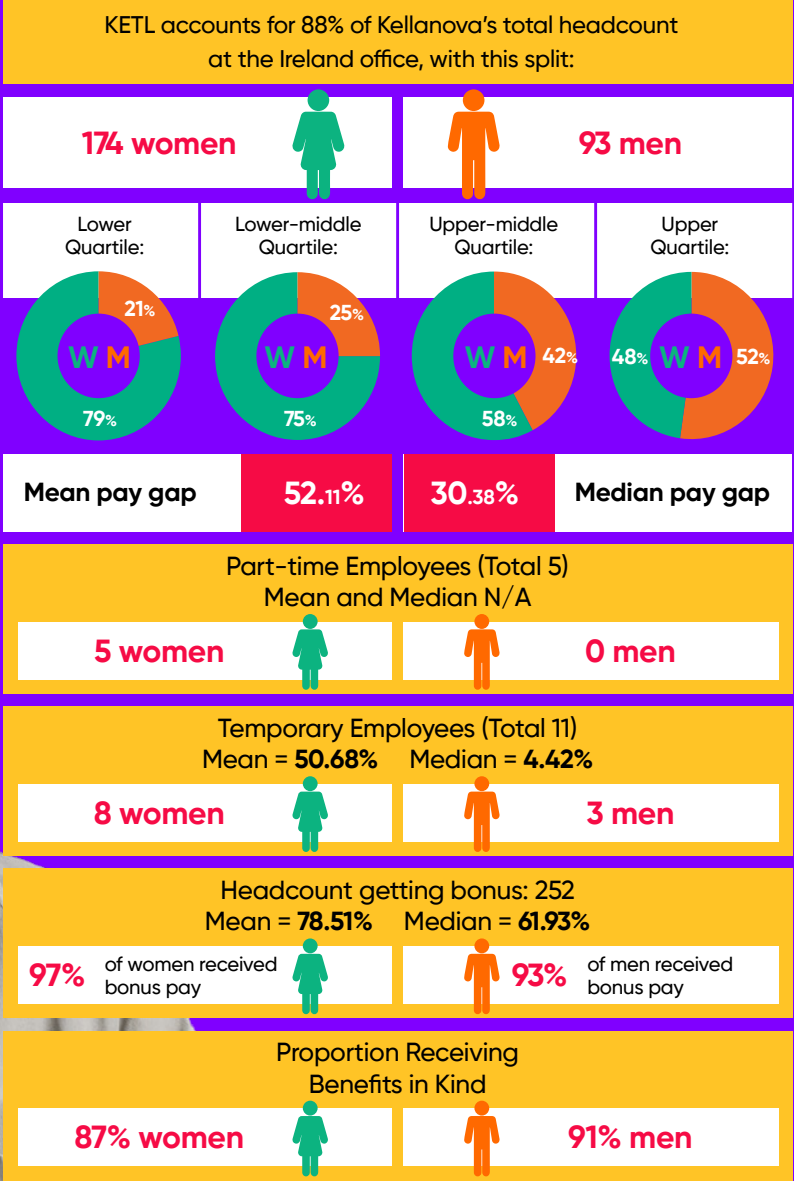
Mean: The mean gender pay gap is the difference between the average hourly earnings of men and women.

Median: The median pay gap is the difference between the midpoints in the ranges of hourly pay of men and women. We take all pay in the sample, list them in order from lowest to highest, and pick the middle salary.

Our gender pay data 2025

(as of the relevant date)

Ireland is home to Kellanova's European head office and four legal entities with employees. In line with requirements for gender pay gap reporting, we have included data from our only legal entity that has 50 or more employees in the Republic of Ireland; Kellogg Europe Trading Limited (KETL).



About the data

In 2025, we continued to advance our journey toward pay transparency and equity, maintaining consistency in our pay and bonus methodology.

While our approach has remained unchanged, this year's results show a wider overall gender pay gap, driven mainly by variable pay outcomes at the most senior levels rather than changes in pay or performance practices.

The mean gender pay and bonus gap stands at 52%, and the median at 30%. This increase is largely influenced by a small number of very high equity and bonus payouts among male executives, linked to long-term incentives (RSUs and stock options) granted in previous years.

Base pay remains stable, with both the mean and median pay-only gaps similar from 2024, reflecting continued fairness in fixed pay structures.

The bonus gap widened, driven largely by higher awards among male employees in the most senior pay bands. Although we do have female leaders at these levels, they are currently expatriates and therefore not part of the official reportable population.

Representation continues to be the key structural driver of the overall gap. Women make up a higher proportion of colleagues in junior and mid-level roles, while men are more represented in senior roles where variable pay makes up a greater share of total compensation.

When looking beyond the most senior earners, the gap reduces significantly, highlighting that the disparity is concentrated at the top of the organisation.

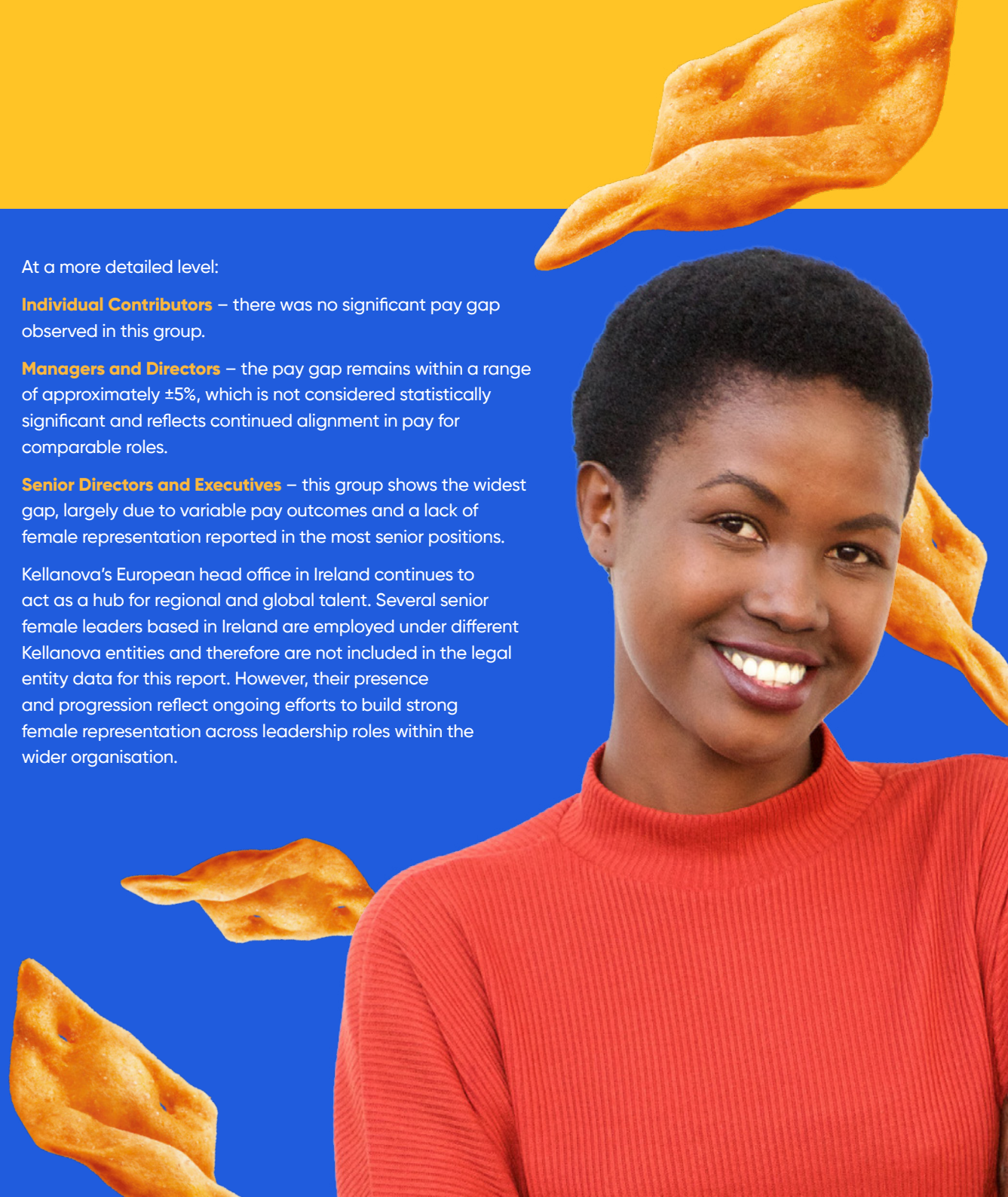
At a more detailed level:

Individual Contributors – there was no significant pay gap observed in this group.

Managers and Directors – the pay gap remains within a range of approximately $\pm 5\%$, which is not considered statistically significant and reflects continued alignment in pay for comparable roles.

Senior Directors and Executives – this group shows the widest gap, largely due to variable pay outcomes and a lack of female representation reported in the most senior positions.

Kellanova's European head office in Ireland continues to act as a hub for regional and global talent. Several senior female leaders based in Ireland are employed under different Kellanova entities and therefore are not included in the legal entity data for this report. However, their presence and progression reflect ongoing efforts to build strong female representation across leadership roles within the wider organisation.



Closing the gap

Insights-inspired progress

We work closely with our talented colleagues to gather and analyse feedback and data, which provides genuine insight for making effective decisions.

- Regular listening sessions with our colleagues support the development of inclusive strategies and initiatives embedded in daily operations.
- Our People Dashboard is a valuable tool for supporting inclusion and for continuing to cultivate inclusion within leadership roles.
- An annual talent cycle supports the continued development of female talent, which involves:

Annual talent review

Key emphasis on succession planning.

Quarterly People Development Committees (PDCs)

Accelerates talent development in readiness for future opportunities.

Monthly Senior Leader Review of People Metrics

Analysis of gender demographics and development of solutions, covering hiring, promotions and retention.

We remain committed to strengthening diversity within our talent pipeline and succession planning and continuing to cultivate inclusion within leadership roles in Ireland. Reaching 50:50 gender representation at management level and above shows we are making progress and we're now focusing on driving equitable representation across all functions and roles. Our inclusive culture and data-driven approach are helping us to achieve this:

80%

of promotions since 2024 have been women (+9% since last year)

67%

of new hires since 2024 are women (+9% since last year)

74%

of succession plans include 'ready-now' female successors (+5% since 2024)

72%

of succession plans for manager and above roles include 'ready-now' female successors (+2% since 2024)

63%

of succession plans for director and above roles include 'ready-now' female successors (+1% since 2024)

In 2025, **22** women and **12** men have attended Leadership Development Programmes



Closing the gap

Recruiting and retaining diverse talent

Inclusion is embraced throughout our recruitment and retention practices. For example:

- Our job adverts are written to be unbiased and inclusive, encouraging applications from people of all backgrounds.
- Adverts promote our ED&I commitments to build a culture of belonging where all employees have a place at the table.
- Hiring communications are shared through our partnership with myGwork, a global networking and job platform connecting LGBTQ+ professionals and inclusive employers. The platform helps us to reach millions of users.

We've further strengthened inclusion during recruitment by:

- Engaging directly with female talent through participation in Women in STEM and Women in Business & Tech career fairs and events.
- Applying fair and consistent assessment processes, including practical and skill-based interviews and standardised behavioural questions. This helps ensure equal opportunities for all candidates.
- Removing degree requirements (unless linked to regulated professions) from job adverts. This started in 2023 and recognises that formal education is not the only indicator of potential or contribution.
- Requiring all hiring managers to complete 'Seek Out', an immersive learning experience designed to promote equitable hiring practices. The training supports our aspiration to be a best-in-class company for inclusion.

Retention of diverse talent is supported by:

- The Leadership Lab, which is a five-month blended learning experience, and has been rolled out for all people managers to equip them with the knowledge and skills to inclusively attract, engage, develop, and retain talent.
- Offering micro-learning modules through our specially developed ED&I Academy. Colleagues at all levels can learn more about important topics including allyship, belonging, microaggressions, and inclusive behaviours. 'Just-in-Time' learning resources complement the ED&I Academy and are available for all people managers to foster inclusivity throughout talent management.
- Investing in the development of diverse future leaders. We run programmes such as our Early Career Development Centre (ECDC), which focuses on leadership, mentoring, and project-based learning, as well as ASPIRE: Women in Leadership (KEU specific). The latter is a transformative nine-month experience and was launched in partnership with Talking Talent in 2022 to empower high-performing female talent across Europe.

Closing the gap

A workplace where we all belong

- We want every colleague to feel valued, respected and empowered to bring their authentic selves to work. Our ongoing partnerships, colleague-led initiatives, and progressive policies are helping us to make this ambition a reality.
- Our long-standing partnership with the **Leading Executives Advancing Diversity (LEAD) Network** continues to play a vital role in driving inclusion. In December 2022, three years ahead of schedule, we achieved the LEAD Network CEO Pledge of 50:50 gender representation for all leadership levels across Europe. More recently, Kellanova was named '**Best in Class CPG Company**' at the **LEAD Network Awards 2024** for our colleague's ongoing efforts for creating an inclusive workplace.
- We now have **575 LEAD members across Europe**, including five colleagues who volunteer on the LEAD Education Committee and lead local chapters. In 2023, we **co-founded and co-chaired the Ireland LEAD Chapter**, which has grown rapidly to over **1,175 members**, making it one of the fastest-growing LEAD chapters globally. At the **2025 LEAD Network Awards**, our Area President for Kellanova Europe, **David Lawlor**, was honoured with the **Inspirational Change Agent Award**, and was also recently awarded the **Inspirational Role Model of the Year Award** at the **2025 European Diversity Awards**, further reflecting our leadership in driving inclusion across the region.
- 2024 marked the **third consecutive year** for KETL appearing in the **Seramount Inclusion Index**. Consistently ranking in this globally respected benchmark for inclusive workplaces recognises our commitment to continuous improvement, while also enabling us to identify new opportunities and solutions for closing gaps and raising the bar.
- Our collective efforts and colleagues' ongoing dedication to fostering inclusion and belonging was celebrated at the **European Diversity Awards 2024**, where Kellanova was named '**Company of the Year**'.
- Inclusion continues to evolve throughout our organisation and has become a defining part of our culture because our colleagues are actively involved in shaping who we are, what we do and how we do it. Our **Business Employee Resource Groups (BERGs)** are at the heart of this and have continued to champion inclusion throughout 2025. Kellanova and our Multicultural BERG celebrated 'World Day for Cultural Diversity for Dialogue and Development', which honours the richness of our diverse backgrounds and strengthens connections across cultures. We proudly marked Pride Month 2025 under the global theme of 'Inclusive Teams', while the Gender Equity BERG delivered an action-packed lineup of events and activities for International Women's Day, which amplified voices, inspired action and celebrated changemakers.
- We continue to invest in **forward-thinking policies** that deliver meaningful change for our colleagues. In 2024, we launched a **co-parenting policy** offering additional paid leave for co-parents, inclusive of **LGBTQ+ families**. A **domestic abuse policy** was introduced 2023 to provide vital support and a safe working environment for any affected employees. Consistent **menopause, fertility, and pregnancy loss policies** have also been rolled out across Europe to ensure all colleagues receive the same care and support, regardless of location or length of service.
- Supporting working parents and caregivers remains a key priority. Through our partnership with **Talking Talent**, we offer an **online coaching platform** that provides guidance to those extending their families through birth, adoption, or surrogacy, as well as to colleagues with caring responsibilities. Managers also have access to dedicated resources to help them provide the right support.
- Finally, we recognise that flexibility is essential to belonging. Our '**Locate for Your Day**' hybrid working policy empowers office-based colleagues to work from the place that best suits their needs and priorities. The policy is promoted during recruitment, ensuring all applicants understand how they can benefit from our flexible, high-performing culture.

Closing the gap

Maintaining our focus on inclusion

We continue to ensure that women and men are paid equally for the same role, and that decisions about pay and bonuses are made through a consistent, data-driven and bias-free process.

This year's analysis shows that the gender pay gap is driven primarily by representation at senior levels and the impact of variable pay elements, rather than differences in base pay for comparable roles.

Equity across roles of similar scope and responsibility has been maintained through annual merit reviews, market benchmarking, and gender-neutral promotion frameworks. At a more granular level, compa-ratio differences remain within 2–5%, reflecting continued alignment with market benchmarks and internal consistency.

However, representation continues to be the key driver of the overall gap. While base pay is balanced across most levels, the underrepresentation of women in senior leadership roles (where variable pay elements are more substantial) has a significant impact on total earnings outcomes.

Looking ahead, we will:

- Continue strengthening pay transparency, ensuring colleagues understand how pay and bonuses are determined.
- Monitor representation and pay distribution across levels, to identify and address imbalances over time.
- Collaborate closely with HR and Talent teams to ensure equitable access to career progression opportunities.
- Leverage data and insights to track trends and support informed, fair decision-making.
- Maintain our fair and consistent reward practices, ensuring our systems continue to support pay equity.

Our long-term goal is clear: to reduce the gender pay gap by improving representation and maintaining fairness across all pay decisions, reinforcing Kellanova's commitment to transparency and equity in everything we do.



In conclusion

Enriching Equity, Diversity and Inclusion (ED&I) continues to be one of the most rewarding and motivating aspects of life at Kellanova. Valuing every person for who they are and creating a culture that enables people to be their authentic selves helps us to be a **good business that does good for our people, our communities, and our planet.**

Our talented colleagues make inclusion a daily reality, where decisions and actions are practically and naturally inspired by an eagerness to promote inclusion and belonging. We are deeply grateful to our colleagues for making this possible and extremely proud of the progress they are helping us to achieve.

Better still, we are even prouder of the enthusiasm and energy that exists to do even more. It's our belief that ED&I should always be evolving to continually support and benefit our colleagues, customers and communities. Listening to our colleagues and empowering them to drive change, along with partnerships, plans and policies, will enable us to further enhance a culture of belonging in 2026, and beyond.

Together, we are building a future where there is a place at the table for everyone.



OUR ED&I VISION

We're committed to our journey of creating a place at the table for everyone with a culture that embraces differences and ensures inclusion and belonging for all.