

Kellanova

Kellanova Ireland

Gender Pay Gap Report 2024



Introduction

A place at the table for everyone

Believing in, and championing Equity, Diversity and Inclusion (ED&I) are crucial to supporting Kellanova reach its goal of becoming the world's best performing snacks-led powerhouse.

Talented colleagues form part of a winning recipe, along with our 100-year legacy and trusted brands, that is propelling Kellanova forward as an organisation proud to create a place at the table for everyone.

Truly valuing all people and appreciating each person for who they are as an individual creates a culture where talent prospers, and innovation thrives. This helps us to continually improve and fulfil our strong belief that good businesses does good for our communities, planet and people.

We are striving to deliver a 'Better Days' promise for 4 billion people by 2030. This involves ambitions to improve wellbeing by nourishing 1.5 billion people, tackling food security and hunger by feeding 400 million people and engaging billions more to advocate for sustainable and equitable access to food. Embracing EDI throughout our organisation helps make these ambitions an enjoyable reality.

We love to listen to our colleagues and ensure their voices can be heard. BERGs (Business Employee Resource Groups) are an active part of Kellanova, with groups empowering colleagues to act on what matters to them and helping to shape a dynamic and welcoming organisation.

We've been on a purposeful journey with the LEAD Network since 2019, when we signed the 50:50 CEO Pledge to help drive gender parity across our organisation. In December 2022, three years ahead of schedule, we reached our goal of 50:50 gender representation at manager level and above across Europe. We continue to focus on driving 50:50 representation within functions and at senior levels, with a focus on Supply Chain and Sales, where we continue to make progress and are well above the external market.

We extended our passionate commitment by co-founding and co-chairing the first LEAD Network chapter in Ireland to facilitate real discussions and real results towards gender diversity, equity and inclusion across our industry in Ireland. These efforts were recognised with the Network's Chapter Achievement and Leadership Award in 2024.

It was also an extremely proud achievement for Kellanova to named 'Best In Class CPG Company' by the LEAD Network, which is testament to the collaborative and positive attitudes of our colleagues. Kellanova has also been named Company of the Year as part of the European Diversity Awards, a prestigious honour awarded to organisations that truly embody equity, diversity and inclusion.

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. We strive to be a global pay equity leader and are confident that we pay men and women equally for the same job. In 2023, independent analysis showed that Kellanova Europe pays women 99.5% of what men earn in similar roles globally.

We continue to develop our benefits and forward-thinking policies to meet a multitude of requirements and enhance ED&I. In January 2024, a Co-parenting Policy was introduced, offering additional paid leave to co-parents, inclusive of LGBTQ+ families.

Menopause, pregnancy loss and fertility treatment policies have also been developed to offer colleagues flexibility adjustments and paid time off. A Domestic Abuse Policy was introduced in 2023 to provide any affected colleagues with greater support.

Although we are proud of how ED&I flows throughout Kellanova, we know that there's no room for standing still. We remain committed to considering any possibilities and taking real actions that enrich diversity, equality and inclusivity.

Tammy Winnie
VP Human Resources,
Kellanova Europe



Understanding our Gender Pay Gap Report



Kellanova is proud to have an equal pay approach that is non-discriminatory and removes any inequality in reward and remuneration to value everyone in the roles they fulfil.

Our reporting is based on payroll data from the preceding 12 months, as of 10 June 2024 (referred to as 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). When considering Long Term Incentives (LTI), we report on the LTI that has vested and / or options that have been exercised in the relevant pay 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 male and female employees, with this split across three groups: (1) All employees; (2) Part time employees only; and (3) Employees on temporary contracts.
- The difference between the mean and median bonus pay of male and female employees,
- The percentage of male and female employees who were paid a bonus in the previous year,
- The percentage of male and female employees who received Benefits in Kind (BiK) in the previous year,
- The proportion of male and female 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 by definition, any additional pay relating to profit sharing, productivity, performance, incentive or commission in the form of money, vouchers or shares, share options or interests in shares. The majority of the bonuses we included are from our AIP. It also includes the value of any share options granted.

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

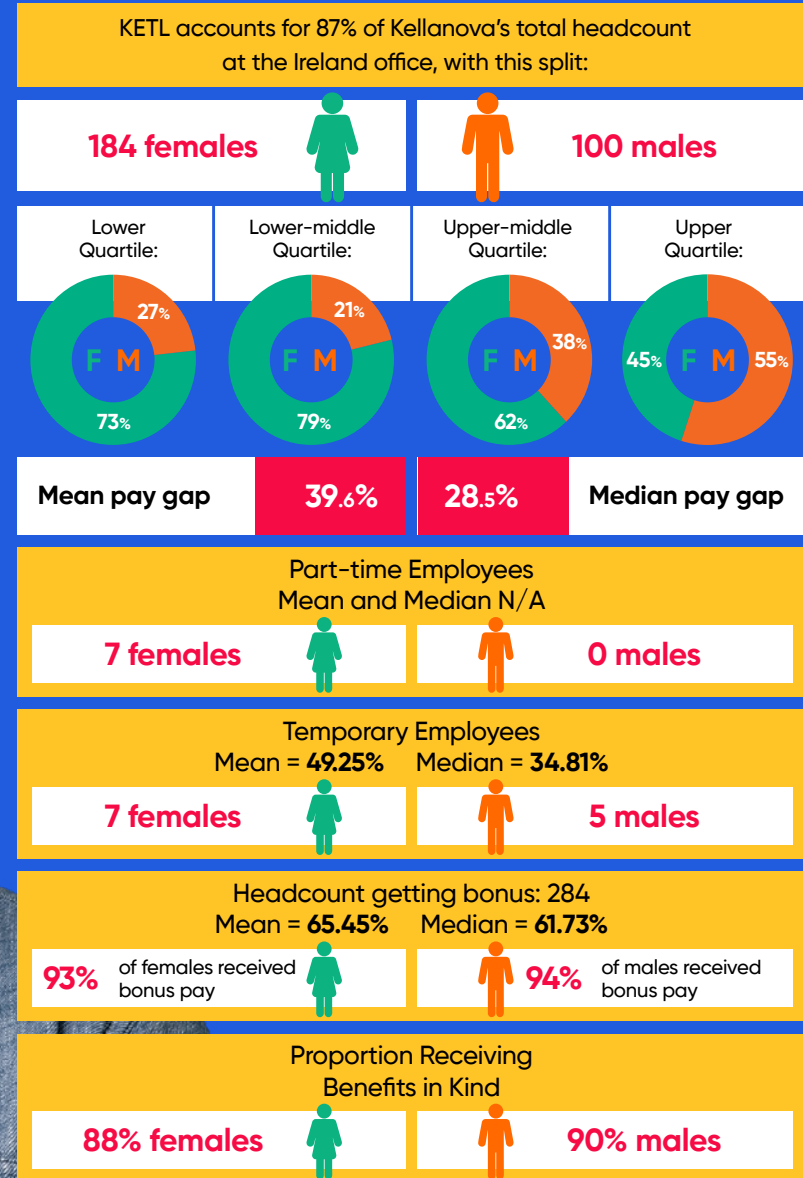
Mean: The mean gender pay gap is the difference between the average hourly earnings of men and women.

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 2024

(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 150 or more employees in the Republic of Ireland; Kellogg Europe Trading Limited (KETL).



About the data

In 2024, we've made important progress in reducing the gap, reflecting our continued commitment to pay transparency and equity.

- Representation of women in senior level positions has increased, with more females now present in the higher pay bands. This has positively influenced the mean and median gap.
- **The mean gap** has reduced by 4% in 2024, with the gap continuing to be driven by an overrepresentation of females in lower-level positions. Additionally, the person in the highest role, the Region President, is male, and two of the top four roles are held by female expats who are not part of this analysis.
- **The median gap** has reduced by 7%, which reflects a more balanced pay distribution between men and women.
- Greater consistency in market alignment has been achieved, particularly at senior levels. Each year, our fair approach to annual merit increases and our gender-neutral promotions framework has gradually helped create more comparable salary ranges for individuals in similar roles.

Looking at a more granular level to reflect the gap in our grading structure, excluding the executive levels, we see a balanced pay distribution:

- Individual Contributors – there was no gap observed in this group.
- Managerial and Director levels – in each of these two groups, the pay gap is within the range of +/-5%, which is not considered significant and shows a decrease since 2023.
- Senior Directors – the pay gap is negative, meaning that, on average, women earn more than men at this level.

Kellanova's European head office in Ireland is a hub for talent, welcoming and hosting many colleagues from our global organisation's different legal entities. This involves developing female talent within our Ireland office, who are not employed by KETL and who go on to fulfil senior roles within our European business. These colleagues are not included in our gender pay data.



Closing the gap

Real progress through data-driven insights

- As part of our commitment to enhancing ED&I, we utilise data-driven insights to make practical and impactful decisions that advance equity and equality. We utilise a People Dashboard to support this approach and highlight opportunities to advance gender parity across all leadership roles.
- The continued development of female talent is supported by our annual talent cycle, which involves:

Annual talent review Key emphasis on succession planning and diversity.
Quarterly People Development Committees (PDCs) Accelerates talent development in readiness for future opportunities.
Quarterly scorecard Reviewed with our European Leadership Team to analyse gender demographics and develop solutions for progressing female representation at senior levels.

- We take a long-term view of gender parity across all job levels in Ireland and are striving to strengthen diversity in our talent pipeline and succession planning. While we have 50:50 representation at management levels and above, we continue to focus on driving equitable representation within each of our functions and job levels. Plenty of work remains ongoing in this area and we are confident that we are heading in the right direction:

71%	of promotions since 2023 have been women (+11% since last year)
58%	of new hires since 2023 are women (+4% since last year)
69%	of succession plans include ready-now female successors
70%	of succession plans for manager and above roles include ready-now female successors
64%	of succession plans for director and above roles include ready-now female successors
In 2023 and 2024, 67 women and 20 men have attended Leadership Development Programs.	



Closing the gap

Embracing ED&I in recruitment and retention

- ED&I influences and inspires the development of our recruitment strategies and processes to support our ongoing efforts to enrich the diversity of our workforce. For example:
 - Our job adverts champion our commitment to ED&I and promote Kellanova reaching 50:50 gender representation in mid-management levels (and above), three years ahead of schedule. We also proudly communicate about our policies, progress and external recognitions. Why? Because we are confident that this helps us to attract and welcome a wider range of candidates from diverse backgrounds.
 - Our job adverts are free from gender bias by avoiding any use of pronouns and gendered role names. Our recruitment process involves assessment centres and a variety of testing methods including practical and skill-based interviews, standardised competency-based behavioural questions, and online testing. Gender is not specified during the online tests.
 - Our hiring managers continue to take part in our inclusive recruitment training programme, 'Seek Out'. This is a mandatory and immersive learning experience that robustly supports our goal to be a best-in-class company with a culture promoting equity for all.
 - We share myGwork's mission to improve life for LGBTQ+ professionals and advertise all our roles on their platform, helping us to connect with the largest global business community of LGBTQ+ professionals, graduates, inclusive employers and anyone who believes in workplace equality.
 - In 2023, we formed a new partnership with APNI (African Professional Network of Ireland), a vibrant business community for professionals of African descent in Ireland. We've participated in their career fairs, sponsored key events such as the Lions' Den competition, spoken at their events to share experience and expertise, and provided mentors to support professional development.
- A five-month blended learning experience has been rolled out for all people managers. The 'Leadership Lab' programme provides the core knowledge and skills that leaders require to inclusively attract, engage, develop and retain talent.
- Extending our learning and development programmes to all employees will enable us to sustain our ED&I ambitions. We have launched an ED&I Academy providing micro-learnings about allyship, dimensions of diversity, micro-aggressions and micro-affirmations, belonging, inclusive behaviours and much more, with content geared towards practically helping colleagues create a culture of inclusivity.
- 'Just-in-Time' training resources are available for all people managers to further support inclusivity throughout talent management. High performing talent (at an individual contributor level) have access to an early career development centre programme (ECDC), with focus on leadership training, mentoring and project work.
- Since March 2022, in collaboration with Talking Talent, we've been running our 'ASPIRE - Women In Leadership Programme'. This transformative nine-month programme supports and develops our high-performing female talent in Europe. To date, it has helped to advance the leadership skills of 73 women within our organisation. In addition, we continue to focus on developing female talent within mid-to-senior level roles.

Closing the gap

Creating a culture of belonging

- Partnering with the Leading Executives Advancing Diversity (LEAD) Network is helping us to create a diverse workforce. We signed the LEAD Network CEO Pledge in 2019 to support our commitment to gender parity and, three years ahead of schedule, managed to achieve the 50:50 goal of gender representation for all leadership levels across Europe. We continue to focus on driving equitable representation within each of our functions and job levels, and we are proud to share that IT has reached 50:50 representation at management levels and above. We continue to focus on our Sales and Supply Chain organisation, where we see significant progress. In 2023, we co-founded and co-chaired the new Ireland LEAD Chapter, enabling us to continue to develop a diverse local network and create further opportunities to enhance ED&I.
- We are incredibly proud to share some of the external recognitions that we received in 2024, reflecting the hard work and unwavering commitment to building a workplace where everyone belong. As part of the LEAD Network Awards, Kellanova has been named 'Best In Class CPG Company' and the Ireland Chapter has received the Chapter Achievement and Leadership Award. We participated in the European Diversity Awards, and have been named Company of the Year, a prestigious honour awarded to organisations that truly embody equity, diversity and inclusion.
- In 2024, for the third consecutive year, KETL was recognised in the Seramount Inclusion Index 2024. The Index is a highly respected benchmark, which acknowledges best practice in creating and sustaining inclusive workplaces. Measurement and feedback from the Index aligns with our efforts to consistently raise the bar for ED&I by identifying new opportunities and solutions for closing gaps.
- Listening to our colleagues and empowering them to have a voice makes us special. Across Europe, we have BERGs (Business Employee Resource Groups) who support the realisation of our ED&I ambitions. The groups embraced a theme of 'Allyship - #WeAreAllies' in 2023, with BERG events and activations helping demystify allyship for the diverse communities throughout our organisation by educating colleagues about areas of intersectionality and allyship behaviours. A theme of 'Belonging' is the core focus for BERGs in 2024, which celebrates the ability for people to be their authentic selves. This involves the sharing of internal and external examples of how to foster cultures where everyone feels they belong, as well as a new global event commemorating the International Day of People with Disabilities.
- A new Co-parenting policy was introduced in 2024, which offers offering additional paid leave to co-parents, inclusive of LGBTQ+ families. This followed the introduction of a Domestic Abuse policy in 2023 to support all affected employees by providing a safe and secure work environment. Other important policies covering menopause, fertility and pregnancy loss have also been rolled out and embedded across Europe to create a consistent approach, regardless of where people are based and their length in service. These policies offer support, flexibility adjustments and paid time off for fertility treatment and pregnancy loss to ensure our colleagues can access the care they need.
- An ongoing partnership with Talking Talent supports expectant and existing parents and caregivers. An online coaching platform is available to anyone who has extended their family through birth, adoption or surrogacy, or has caring responsibilities. Managers can also utilise this platform to seek guidance about how to effectively support their colleagues.
- We are keen advocates of hybrid working and embrace this powerful form of flexibility to unlock our high-performing culture. We operate a 'Locate for your Day' policy, enabling office-based colleagues to work from a place that most suits them. This is discussed at recruitment stage and applicants are actively encouraged to take a hybrid approach to working.



Closing the gap

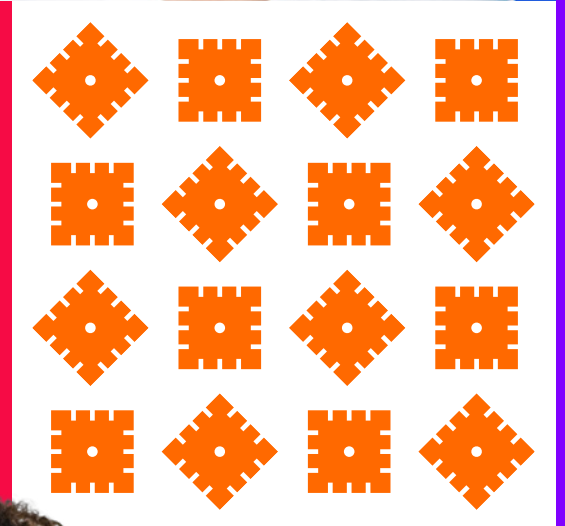
Striving for more

We are committed to being a leader in global pay equity and are proud to fairly and transparently reward and recognise colleagues. This involves paying women and men equally for the same job. In 2023, research by an independent capital firm showed that, when comparing similar roles, we pay women 99.5% of what men earn at a regional level in Kellanova Europe.

Any salary adjustments and bonus payments are driven by a systemic and unbiased approach, which considers carefully calibrated performance ratings. Automated HR systems further reduce bias to support this approach, with our annual salary increase cycle also benchmarked against market trends and deriving pay scales for each role.

In 2024, we took extra steps to enhance pay equity and promote fair remuneration for high-performing employees. An equity-focused review of talent considered 63% of women employed throughout our organisation to ensure their remuneration packages were aligned with competitive benchmarks.

Finally, in 2024, we are also heavily focused on preparing for Pay Transparency, which forms part of our ongoing efforts and progress to close any gaps and enhance ED&I throughout Kellanova in Ireland.



In conclusion

Enriching ED&I is a hugely motivating and rewarding factor for Kellanova. It enables us to continue to grow as a welcoming and progressive organisation, which can genuinely connect with a wide range of colleagues, communities and customers.

We are extremely grateful to our colleagues for embracing efforts to create an inclusive workplace culture, as well as their proactivity to explore new possibilities and unlock new opportunities to constantly raise the bar for equity, diversity and inclusivity. Ongoing efforts are creating and enhancing a workplace culture where people are valued for being their authentic selves. Kellanova has a real sense of belonging, which we are immensely proud of. And, better still, there remains an organisation-wide desire to do more.

For us, there is no end-goal that defines the pinnacle of ED&I. It's an ongoing journey that we enjoy and celebrate along the way, and one which we remain energised about continuing.

People-powered initiatives, strategic partnerships, contributions and suggestions from colleagues, and ever-evolving plans will drive Kellanova forward on our ED&I journey.

This will create 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 equity and belonging for all.