

**Kellanova**

Kellanova in the UK

# Gender Pay Gap Report 2025



# Introduction

A place at the table for everyone

**Tammy Winnie**  
VP Human Resources,  
Kellanova Europe

Our people are the heartbeat of Kellanova. Their ingenuity and energy are the driving force behind a range of iconic brands, which are trusted and enjoyed by millions throughout the UK.

Exceptional talents, vibrant attitudes and constructive behaviours shape our organisation and propel us forward as a market leader in snacking and cereal.

The dedication and enthusiasm of our team helps us to fulfil ambitious commitments to nourish billions with our food and support wellbeing in our food value chain. Through the Kellanova Better Days Promise, we are working to deliver sustainable and equitable access to food.

None of this would be possible without a culture that genuinely embraces Equity, Diversity and Inclusion (ED&I).

We are extremely proud to support people to come to work as their authentic selves. Valuing every person for who they are helps to create vast opportunity for us to be a good business that does good for our communities, planet and people.

## Supporting ED&I

In 2019, we embarked on an exciting journey with the LEAD (Leading Executives Advancing Diversity) Network, signing the 50:50 CEO Pledge to support gender parity and workplace inclusivity across Europe.

Our Business Employee Resource Groups (BERGs) play a vital role in shaping inclusive ways of working, informing meaningful change and building connections across our organisation. BERGs help to embed ED&I across our people processes, leadership development, and manager capability-building.

The diverse needs of our associates continue to be a key influence in developing our policies and benefits. This includes support for menopause, pregnancy loss and fertility treatment, and our Co-parenting Policy, which offers additional paid leave to co-parents, inclusive of LGBTQ+ families. Taking such steps is part of our commitment to removing barriers and supporting equity at every stage of the associate experience.

We are proud of the inclusive culture we are building at Kellanova and the recognition this has achieved, including:

- Being named Best in Class CPG Company by the LEAD Network.
- Ranking in The Times Top 50 Employers for Gender Equality.
- Being awarded Company of the Year at the European Diversity Awards.

Our associates have been instrumental in securing these accolades. Their dedication, collaboration and passion supports ED&I throughout our organisation and our commitment to creating a place at the table for everyone.



# Understanding our Gender Pay Gap Report



## What is the gender pay gap?

The gender pay gap is a measure of the difference in the average pay of all men and women across an organisation, irrespective of role or seniority. It is different to equal pay, which involves direct comparisons of people who are performing work of equal value.

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

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

- The difference between the mean (average) and median (middle) hourly ordinary pay rate of men and women associates.
- The proportion of men and women associates employed in quartile pay bands (where the list of associates is put in pay order and split into quarters).
- The difference between the mean and median bonus pay of men and women associates.
- The percentage of men and women associates who were paid a bonus in the previous year.

Pay includes basic pay and bonuses received in April 2025, as well as other types of pay, such as continuing allowances. It omits benefits in kind, which are not in the form of money.



## Kellanova in the UK

Kellanova in the UK is made up of various legal entities, with two main employers:

1. The Kellogg Company of Great Britain Limited (KEUK).
2. Kellogg Management Services (Europe) Limited (KEMC). For KEMC, we have not been required to publish gender pay gap reports since 2018, as we did not meet the minimum headcount threshold for reporting.

This year we are required to report data separately for these two entities on the government website, both of which are outlined within this report.

### Equal Pay

Men and women receive equal pay for doing equal work.



### The Gender Pay Gap

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



**Bonus**, refers to 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 included are from our Annual Incentive Plan (AIP). It also includes vesting share awards and the sale of stock options made by our senior associates.

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

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

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

Kellogg Company of Great Britain Limited

Kellogg Company of Great Britain Limited (KEUK) is our largest legal entity in the United Kingdom, employing **705 people** and accounting for **45%** of our total UK headcount. Associates are located across our Manchester and Wrexham manufacturing sites, with the total workforce made up of **611 men** and **94 women**. This reflects employment trends throughout the manufacturing sector.

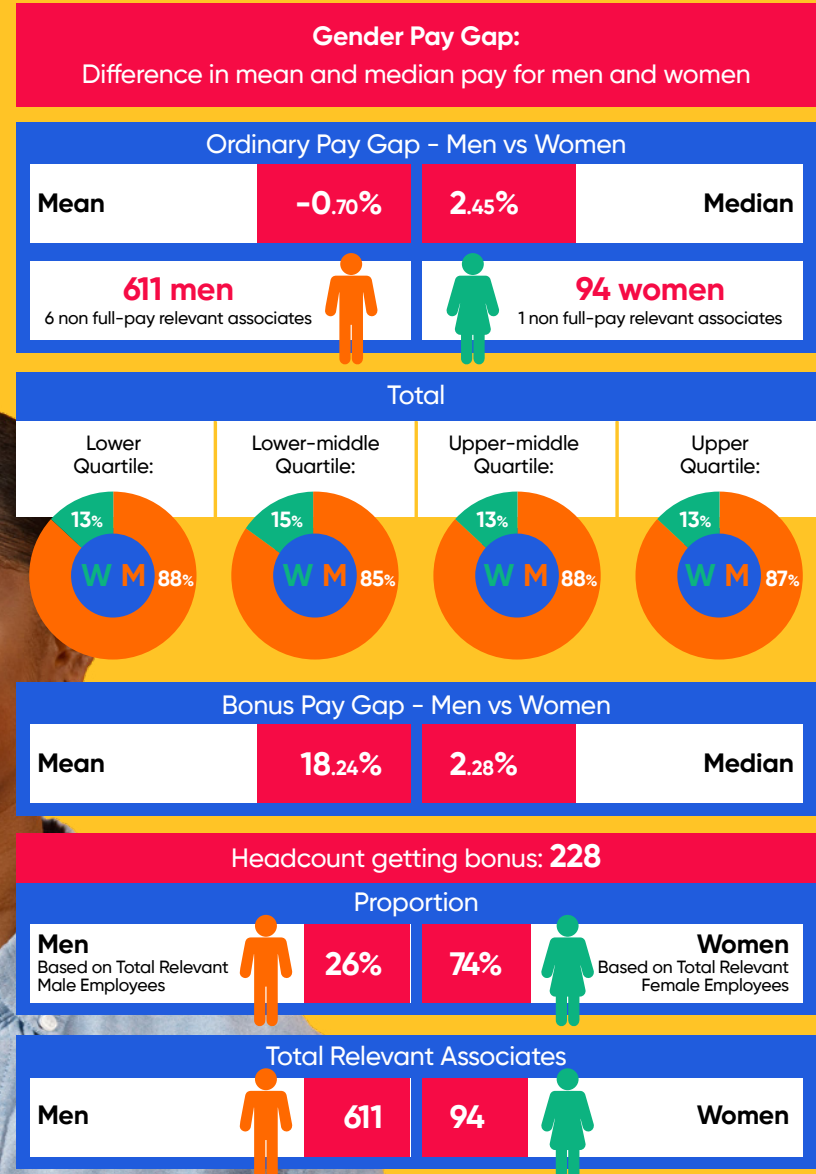
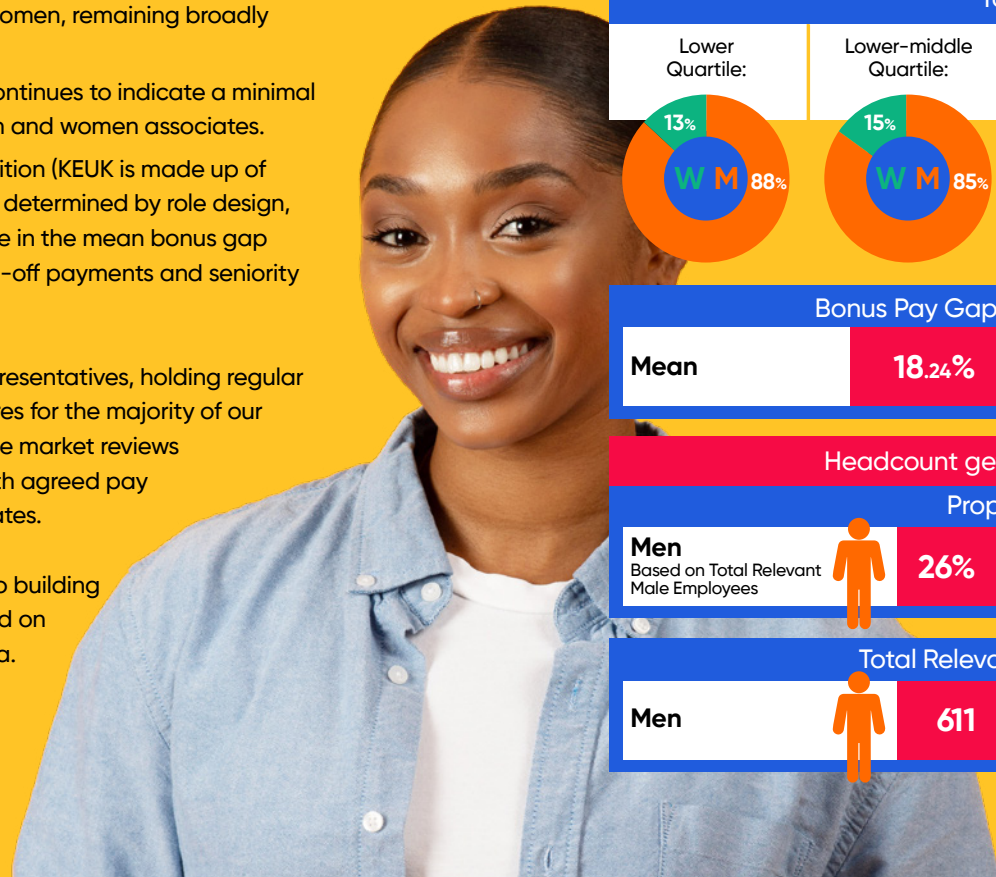
## April 2025 Findings:

This year, we have continued to maintain a very low gender pay gap, reinforcing our commitment to fair and equitable pay practices across our organisation.

- Our mean gender pay gap is **-0.70%**. This demonstrates a sustained balance in pay outcomes between men and women, remaining broadly aligned with last year's position.
- Our median gender pay gap is **2.45%**, which continues to indicate a minimal difference in the typical earnings between men and women associates.
- Bonus participation reflects workforce composition (KEUK is made up of many production-based roles) and eligibility is determined by role design, rather than gender. There has been an increase in the mean bonus gap since 2024, with this mainly due to specific one-off payments and seniority distribution during the year.

We continue to work closely with elected Union representatives, holding regular consultations to negotiate pay and reward structures for the majority of our factory-based associates. These discussions include market reviews to ensure our pay practices remain competitive, with agreed pay increases applied consistently to all eligible associates.

These outcomes reflect our ongoing commitment to building workplace inclusivity and equity. We remain focused on maintaining fair pay practices throughout Kellanova.



# Our gender pay data 2025

Kellogg Management Services (Europe) Limited

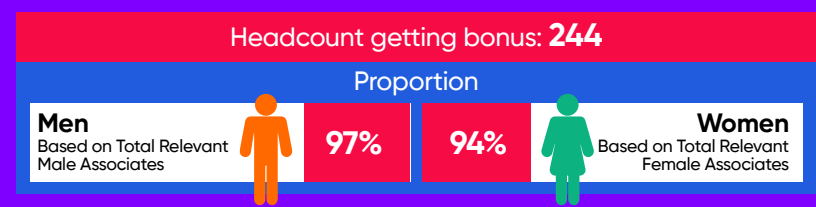
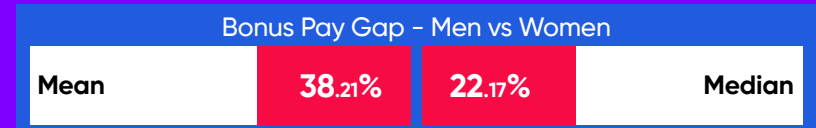
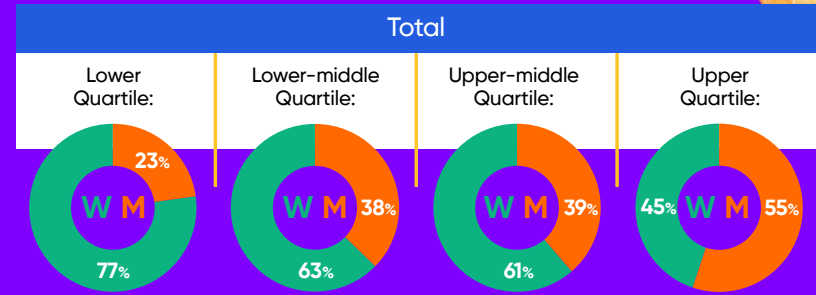
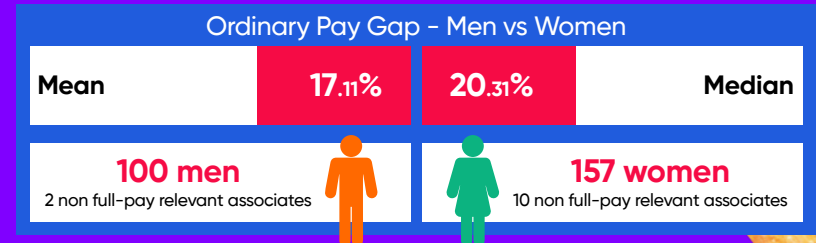
Kellogg Management Services (Europe) Limited (KEMC) is our second-largest legal entity in the United Kingdom, providing administration and related services to the European operating units.

KEMC employs **257 people**, accounting for **16%** of our total UK headcount. Associates are based within our Media City office, with the workforce made up of **100 men** and **157 women**.

## April 2025 Findings:

- Our mean gender pay gap is 17.11%, with a median of 20.31%. This continues to reflect the distribution of senior roles and pay across the organisation.
- The mean and median bonus pay gap has reduced slightly. Compared to 2024, the mean gap is around 1% lower, while the median has decreased by approximately 3%.
- A closer look at pay by organisational level shows that:
  - Remaining pay gap differences are primarily concentrated within our most junior roles.
  - Among Individual Contributors, the gap has reduced to around 1%, reflecting a more balanced distribution of men and women across entry and early-career positions.
  - At managerial level, pay outcomes remain closely aligned between men and women.
  - The Leadership Team for the UKI Commercial Market is gender balanced, with women holding Director and Senior Director positions. Pay outcomes at these levels remain broadly aligned where both genders are represented. However, because the most senior positions are currently held by men, this continues to shape the overall gender pay gap.
- The overall gap is structural and representation-driven at junior levels.
- The differences in bonus outcomes continues to be shaped by seniority distribution and access to higher-value awards, with representation at the most senior levels remaining predominantly male.
- Bonus participation remains consistently high across both genders, with 94% of females and 97% of males receiving a bonus during the reporting period. This demonstrates broad and equitable access to variable pay across our organisation.

## Gender Pay Gap: Difference in mean and median pay for men and women



# Inclusive recruitment and retention

Supporting inclusivity and equality requires a sustained focus on how we recruit, develop and retain diverse talent across our organisation. We've embedded inclusivity throughout our recruitment and retention practices to ensure fairness and promote equal opportunities. This helps us to build strong and diverse talent pools at every level.

## Our recruitment approach includes:

- Job adverts that are written using inclusive and unbiased language to encourage applications from candidates of all backgrounds.
- Clear communication of our ED&I commitments in job adverts to reinforce our culture of belonging and our belief that everyone should have a place at the table.
- Applying fair and consistent assessment methods, such as practical and skills-based interviews and standardised behavioural questions, to support objective and equitable decision-making.
- Removing degree requirements from job adverts (unless linked to regulated professions) to recognise that formal education is not the sole indicator of capability, potential or contribution.
- Requiring all hiring managers to complete 'Seek Out', an immersive learning experience designed to promote equitable hiring practices and support our aspiration to be a best-in-class company for inclusion.
- A partnership with myGwork (a global networking and job platform connecting LGBTQ+ professionals with inclusive employers) that promotes employment opportunities among millions of potential candidates worldwide.

We continue to invest in leadership capabilities and inclusive people practices, including:

- The Leadership Lab, a five-month blended learning experience, which has been rolled out for all people managers to equip them with the skills to inclusively attract, engage, develop and retain talent.
- A suite of micro-learning modules, which are delivered through our ED&I Academy. Associates at all levels can learn more about important topics such as 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.
- Dedicated programmes for developing diverse future leaders:
  - Early Career Development Centre (ECDC), which provides leadership development, mentoring and project-based learning opportunities.
  - ASPIRE: Women in Leadership, a nine-month development programme launched in 2022 in partnership with Talking Talent to empower high-performing female talent across Europe.

These actions help us to build strong talent pipelines and create equitable outcomes by ensuring all people have fair access to opportunities and any support they require.



# Closing the gap

## ED&I in our sector

- We continue to engage with local communities to increase awareness of careers in manufacturing. At our Wrexham plant, this has included participation in careers fairs, outreach through local community groups, and collaboration with local authorities to host events focused on showcasing opportunities within our organisation. We also highlight a range of career journeys and experiences from across our workforce.
- When we exhibit at careers fairs and events, our organisation is represented by a balance of men and women. Kellanova is proud to be home to many role models, who aim to inspire future talent by sharing their achievements and career paths.
- The development of high-performing women is supported through our ASPIRE – Women In Leadership Programme, in collaboration with Talking Talent. Since its launch in 2022, this transformative nine-month programme has helped to develop the leadership skills of 72 women.
- Technical training and behavioural training programmes help to develop EDI capabilities throughout our organisation. We run self-paced training for our leaders, which focuses on allyship, inclusion essentials and working safely with the Equality Act 2010.
- Dedicated learning and development time has been allocated for all associates within our manufacturing plants, enabling them to practically develop their knowledge, skills and experience.



# Closing the gap

## A workplace where we all belong

We want every associate to feel valued, respected and empowered to bring their authentic selves to work. This is supported through innovative partnerships and associate-led initiatives.

### Supporting gender equity through partnerships and leadership

- Our long-standing partnership with the LEAD (Leading Executives Advancing Diversity) Network remains central to our gender equity journey.
- We actively engage with the LEAD Network through membership and leadership involvement to help foster a diverse and equitable workforce, where everyone can contribute and thrive.

### Associate-led inclusion and belonging

- Our associates help make ED&I a daily part of who we are, what we do and how we do it. They shape our approach, ensuring it evolves with genuine purpose. Our Business Employee Resource Groups (BERGs) play a vital role in representing the voices of our associates to help inform the decisions we make.
- Throughout 2025, BERGs supported learning, awareness and connection through activities such as International Women's Day, Pride Month and World Day for Cultural Diversity for Dialogue and Development. This inspires and assists our proud culture of belonging.

### People-focused

- We continue to invest in policies that meet the requirements of our associates by providing practical support at key life moments. These include inclusive approaches to menopause, fertility treatment and pregnancy loss, and our Co-parenting Policy, which offers additional paid leave to co-parents, inclusive of LGBTQ+ families.
- Supporting working parents and carers remains a priority. Managers can draw on our partnership with Talking Talent and are also provided with coaching, guidance and resources to support family transitions and offer effective, inclusive support.

### Flexibility to support sustainable careers

- Our 'Locate for Your Day' hybrid working approach empowers associates to balance personal needs with high performance. This flexibility supports inclusivity during recruitment and retention.

The combination of these measures, along with the enthusiasm and energy to always do more, are helping us to create a working culture that values people for exactly who they are.



# Closing the gap

## Equitable Rewards

At Kellanova, fair and equitable pay is a core principle of how we operate. A clearly defined pay framework and a certified, gender-neutral job evaluation methodology ensure men and women receive equal pay for doing equal work.

Pay practices are regularly reviewed, so they remain fair, objective and free from bias. In 2025, as part of our work on the EU Pay Transparency Directive, we carried out additional pay equity reviews. This confirmed that our processes and outcomes remain broadly aligned and internally equitable.

Levels of pay are benchmarked against the market during our annual salary review process, with this guiding decisions about remuneration according to performance and market positioning. Structured governance, system controls and clear decision-making criteria help support balanced, consistent outcomes. Bonus awards for eligible associates are also determined through transparent, performance-based frameworks.

In addition to annual reviews, pay relativity is considered during recruitment, promotions and lateral moves to ensure pay decisions remain fair and consistent throughout the associate lifecycle. Our HR team also engages in pay transparency and equity sessions to reinforce accountability and support informed, equitable decision-making across our organisation.

Kellanova was acquired by Mars, Incorporated in December 2025, and we will continue to apply objective processes, in-depth reviews and strong governance to ensure equity remains central to how we reward our people.



# In conclusion

Creating a workplace where we all belong has helped establish Kellanova as a trusted, market-leading organisation. Fairness and equality help make this possible by inspiring positivity that overcomes barriers, fuels innovation and supports growth.

Our culture of belonging enables people to come to work as their authentic selves, strengthening everything we do, whether that's for our associates, our customers or the communities we've been part of for over 100 years.

Equity, Diversity and Inclusion (ED&I) are a proud part of our DNA, shaping the decisions we make and the actions we take. We are deeply grateful to our associates for making this possible and remain energised about our ongoing ED&I journey.

**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.