

ONE

JOURNEY

*Racial Equity, Diversity & Inclusion
at the W.K. Kellogg Foundation*

TABLE OF CONTENTS

4	Our Pursuit of Racial Equity
7	A Shared Commitment to Children
8	WKKF's Racial Equity Journey
12	Our DNA Theory of Change
15	How We Define Racial Equity
18	Board Leadership & Vision
20	Senior Leadership Commitment
23	Staff Development Practices & Processes
28	Affinity Groups
30	Investment Team Leadership
33	Pathways for Action

OUR PURSUIT OF RACIAL EQUITY

A LETTER FROM LA JUNE MONTGOMERY TABRON
PRESIDENT & CEO, W.K. KELLOGG FOUNDATION

This guide is intended for foundations, nonprofit organizations, human resource professionals and any individual or organization looking to advance racial equity. In the sections that follow, we offer insight into our own racial equity journey as a resource for yours. We want to give you a better sense of the role of board leadership; how we approached reviews of internal policies and practices; and how and where we leverage our networks, research and voice.

Whether you are exploring this related to your service – on a board of directors, as a member of senior leadership, as a human resources professional – or as an individual seeking to help your organization advance toward racial equity, this guide is for you.

The foundation's journey toward racial equity, diversity and inclusion has been a complex one extending over decades. And we're still not there yet. But when I look at what we've accomplished since I joined the foundation in 1987, the progress is remarkable.

As an organization, our engagement in racial equity, diversity and inclusion extends from our board to staff, partners, vendors and grantees. I'm proud of the alignment we've achieved

between the Kellogg Foundation's mission and values and every aspect of our work.

Coming to understand differences within our organization helps us to understand how differences play out in communities. We're striving to practice and pursue the challenges we're asking others to undertake.

Racial equity. Diversity. Inclusion. These terms require practical application – on both individual and organizational levels. Lasting transformation begins with people. And we all have a leadership role to play.

Personally, I want people to see me as someone who is open to all feedback and perspectives, who embraces differences rather than shying away from them. I look for ways to get people to open

**“
We're striving to practice and pursue the challenges we're asking others to undertake.**

– La June Montgomery Tabron

”



up lines of conversation and build relationships. It's okay if we have a moment where everything doesn't go smoothly; that's a learning opportunity.

In my leadership role at the W.K. Kellogg Foundation, my goal is that every person feels valued and engaged in our work. The only way to get to this place is to continue building an environment that can truly hold all of our differences and keep each person whole. That's what we're working toward – and we're going to get there.

Ours is an inside-out approach – building on the foundation's deep commitment to racial equity and always coming back to children as our focus. We continually try new approaches, learn from these attempts and use those findings to hone strategy and align our work.

As you will see, there is no single path. But we invite you to consider how we are pursuing racial equity in the hope that lessons from our efforts over time will speed your progress.

Many thanks for your interest in our journey. We look forward to learning about yours.



A SHARED COMMITMENT TO CHILDREN

For the W.K. Kellogg Foundation (WKKF), our focus has always been children. But we know that children live in families and families live in communities. For children to thrive, their families need to be able to provide for them and their communities need to be equitable places of opportunity.

Yet too many communities are not places of equitable opportunity in our society, as our grantees and partners know. Based on decades of programming, we recognized that racism is the root cause – and a primary obstacle to all children thriving.

Any journey toward racial equity, diversity and inclusion is a long one. At the Kellogg Foundation, we approach it as an essential learning journey – one we commit to on behalf of children. Our willingness to stay the course, even when it's difficult, is connected to this shared commitment.

We know that pursuing racial equity fosters stronger relationships and partnerships that will lead to what we desire: thriving children, working families and equitable communities.

“
The nation's unfinished mission is reaching hearts, minds and souls so that racial equity can be broadly embraced by the majority of the population, and the prevalent belief in racial hierarchy is at last overcome.

– La June Montgomery Tabron

”

WKKF'S RACIAL EQUITY JOURNEY

Our journey to advance racial equity is best understood with a closer look at our history and evolution as an organization. In 1930, when Mr. Kellogg established our foundation to promote “the health, happiness and well-being of children,” he did so mindful of the interconnections between children, families and their communities. In order to change children’s lives for the better, community members had to come together, recognize their power to lead

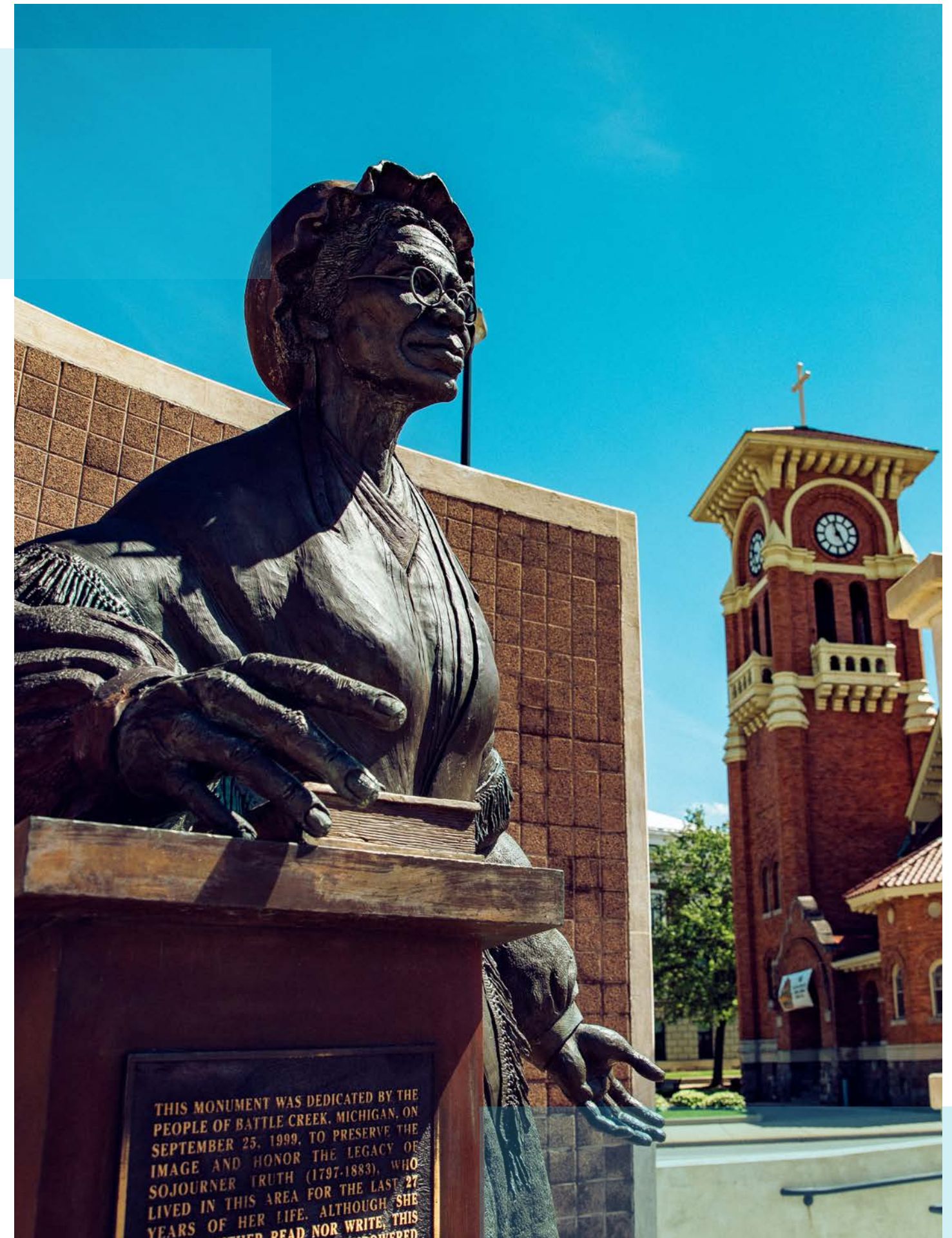
and affirm the value of each person’s contribution in shaping society.

From his legacy came these intersecting approaches — racial equity, community engagement and leadership. We call them our DNA because they are integral to everything we undertake and interwoven into all of our work on behalf of children.

ANTI-RACISM IS PART OF OUR FOUNDER’S AND OUR HOMETOWN’S HISTORY

Our founder, Will Keith Kellogg, was the son of abolitionists who often sheltered enslaved Africans fleeing to Canada. He was raised an observant member of the Seventh Day Adventist Church, whose co-founder – Ellen G. White – opposed racism in any form.

The Kellogg Foundation’s hometown of Battle Creek has historically been deeply committed to the struggle for human and civil rights. In the 1850s, the site of our current headquarters was home to a safe house on the Underground Railroad, a place where more than 1,500 enslaved people found sanctuary on their way to Canada. Battle Creek was also the home of Sojourner Truth, one of the most prominent abolitionists of the 19th century. The Kellogg Foundation honored this legacy in 1993 when it helped to fund the nation’s largest monument to the Underground Railroad.



“
Our DNA is the lens through which we view all of our work. It is at the intersection of racial equity, community engagement and leadership that lasting outcomes for children are achieved.
”

– Rick Tsoumas,
trustee, WKKF

The alignment with our mission and vision has made the commitment to racial equity, diversity and inclusion – in both grantmaking and internal decision-making – broad and deep. It touches every aspect of our work and every relationship.

It is evident and important as we work alongside grantee organizations based in local communities and with national partners. Our clear commitment to racial equity, diversity and inclusion is a meaningful indicator of what we are striving for as an organization and the kinds of organizations we seek to support.

Our commitment is also a signal and catalyst to staff. Individually each person is on a journey; together, we are on a shared, organizational journey. The clarity of our focus encourages staff in both operational and programming areas to work in the most culturally responsive ways possible to achieve our mission.

“
Having racial equity embedded and woven through all of those programs and processes helps to infuse it in the culture, in the vocabulary, in everything that we do.
”

– Dianna Langenburg
vice president for talent and
human resources, WKKF

The Kellogg Foundation has been making investments to advance economic equity since its inception in 1930. In the 1940s, we began making grants to dismantle the crippling effects of racial inequity in health care professions serving U.S. hospitals. This was the beginning of our programmatic work, and it has evolved over time.

In these and other programming efforts, we learned that for institutions to tackle racial equity, they needed to do internal work first. We started to look at the Kellogg Foundation from that lens – to see where we needed to change, starting with our own diversity and inclusion efforts. That was the beginning of our own journey.

When WKKF’s Board of Trustees committed the foundation to being “an effective anti-racist organization that promotes racial equity,” we began to utilize every available tool and resource, and leverage every internal decision point and policy toward the common goal of advancing racial equity from the inside-out.

EVOLVING TO AN INSIDE-OUT APPROACH

Early Racial Equity Grantmaking

Racial equity funding first makes an appearance in our grantmaking strategy when WKKF worked toward integration for health care professionals in U.S. hospitals.

1940s
& 1950s

Strengthening Educational Opportunities

In the mid-1960s began to strengthen educational opportunities for Black and Native populations with the goal of diversifying the U.S. workforce. From the 1960s and 1970s, we had a strong focus on expanding access to education opportunities.

1960s
& 1970s

Capitalizing on Diversity

With the establishment of the WKKF Diversity Advisory Committee and Capitalizing on Diversity Cross-Cutting Theme, the 1990s sees an intentional focus on promoting diversity, both as an organizational value and integrated priority in grantmaking. From around the 1980s until early 2000s, there was a significant focus on expanding and deepening our focus on people and communities.

1980s
to early
2000s

Toward Racial Equity and Healing

The late 2000s marks another turning point. In 2007, WKKF’s Board of Trustees makes the commitment to being an anti-racist organization that promotes racial equity and racial healing as core strategies for achieving its mission.

Late
2000s

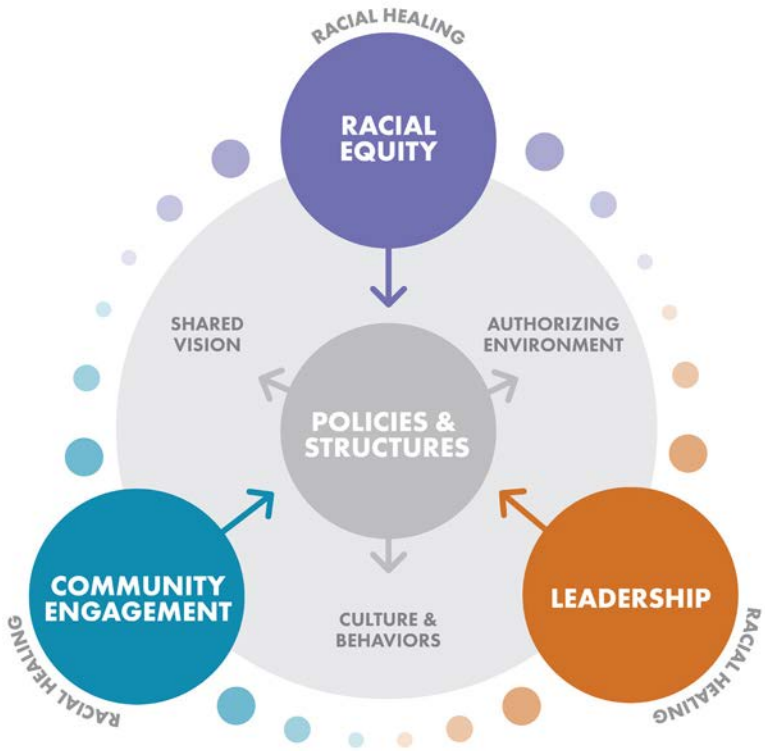
In 2020 WKKF launched a White Allies group to create space for introspection, exploration and action. The group fosters a supportive environment for employees to stand in solidarity with their colleagues of color and lean into truthful, difficult and uncomfortable conversations about the factual history of race, racial identity, White privilege, racial hierarchy and its impact on our society and our work as a foundation.

OUR DNA THEORY OF CHANGE

In 2018, WKKF conducted an analysis to understand the feelings, needs and motivations of employees to identify how our work in racial equity, community engagement and leadership shows up in people's day-to-day lives, as well as to curate and create new products and delivery methods.

Based on this, team members created the Kellogg Foundation's DNA Theory of Change, which is comprised of racial equity, community engagement and leadership working together as complementary approaches in achieving equitable outcomes where all children can thrive regardless of their race/ethnicity, or socio-economic status. It is at the intersection of each approach that strategic outcomes are achieved.

- At the intersection of community engagement and racial equity, a shared vision of communities that marshal their resources to assure that all children have an equitable and promising future is created.
- At the intersection of racial equity and leadership, an authorizing environment is created for this shared vision to develop into a mission of strengthening and creating the conditions that propel children to achieve success as individuals and as contributors to the larger community and society.



- At the intersection of leadership and community engagement, a culture and set of behaviors are nurtured that promote collective leadership, rigorous and strategic thinking, child-centric measures of success and a compassionate environment that allows all staff to express their humanity.

Policies and structures reinforce and sustain these outcomes and provide a shared vision of the future and an environment that creates space for progress toward a community's goals, and its culture and behaviors.



HOW WE DEFINE RACIAL EQUITY

Our evolution as a learning organization has allowed us to continue our racial equity journey. Over time we have developed a clear set of **definitions, goals, activities and outcomes**—based on our theory of change—that provides the north star for our journey.

The racial equity work of the Kellogg Foundation is designed to challenge and dismantle racism in all forms; support racial healing; identify and address historic oppression and privilege; remove present day barriers to equal opportunities; and interrupt the racialization process in which people and institutions operate. We do this through a series of goals and activities, with a clear set of outcomes we seek to achieve – all toward racial equity.

The Kellogg Foundation's racial equity journey contains the story of who we are, where we come from and the potential for our future. As part of our DNA, it informs our beliefs, relationships, day-to-day interactions and decision-making processes.

WHAT IS RACIAL EQUITY?

Racial equity is an aspirational pursuit insisting that all people, regardless of their racial/ethnic group identification, skin color or physical traits, will have equal opportunity to experience well-being in a just society. Achieving racial equity means that an individual’s identity would not be predictive of their day-to-day experiences or their life outcomes. **Racial equity is a two-strand approach that focuses on systems transformation and racial healing.** The social construct of race has been used to sustain a false hierarchy of human value that favors some racial groups over others (privileging “Whiteness”) and determines access to resources and opportunities.

RACIAL EQUITY VALUES IN ACTION

In work with communities, we:

- include people of color as leaders, experts and researchers. We are careful not to allow groups to study communities of color without establishing trusted relationships;
- invite community residents to participate and shape outcomes;
- invest in collaboration across multi-sectors, including business, government and nonprofit sectors and promote cooperative planning processes.

WHAT IS RACIAL HEALING?

Racial healing is a process that restores individuals and communities to wholeness, repairs the damage caused by racism and transforms societal structures into ones that affirm the inherent value of all people. This process provides an opportunity to acknowledge and speak the truth about past wrongs created by individual and systemic racism and addresses present-day consequences for people, communities and institutions. Racial healing on internal, intragroup and intergroups levels are supported through: respectful dialogue; recognition and affirmation of people and their experiences; connectedness to one’s cultural ways and practices; and the sense of agency nurtured through racial justice activism and organizing.

GOALS

We strive to create and sustain policies and systems

1. Allow all persons to leverage the policies and systems to achieve shared goals.
2. Support a racial healing process that provides necessary structure to allow full participation, engagement and fulfillment.
3. Foster racial/ethnic diversity and create accountability systems to assure sustained expansion.
4. Foster the use of data (qualitative and quantitative) to define success of efforts based on reducing racial/ethnic disparities in outcomes.

ACTIVITIES

At WKKF

1. Socialize standards and practices that embed and sustain racial equity into the organizational culture.
2. Recruit, retain and develop a diverse staff and use metrics to establish and mark progress toward staff diversity goals.
3. Deploy grantmaking guide to assist staff with embedding racial equity into all investments.
4. Implement a process for onboarding new staff to create baseline awareness of racial equity.
5. Facilitate staff development curriculum to deepen all staff’s knowledge and skills of racial equity.
6. Leverage affinity groups to build an affirming culture for all staff.
7. Design strategic plan with success indicators disaggregated by race and ethnicity.

OUTCOMES

Outcomes

1. There is an aligned vision and strategy among WKKF staff for how racial equity is applied to all of the work of WKKF.
2. External partners are held accountable to the application of racial equity in WKKF strategies and it is applied in their work.
3. Infrastructure to support the deepening of racial equity work within and outside of WKKF.
4. Shared measures of success of the racial equity work are practiced.
5. There are effective inter- and intra-group relationships and among WKKF and its external partners working on behalf of vulnerable children.

BOARD LEADERSHIP & VISION

The Kellogg Foundation's advancement of racial equity could not have happened without the board of trustees' explicit commitment and leadership. For most of the foundation's history, the board was composed primarily of White men, with the exception of one woman, Bessie Rogers Young, in the foundation's earliest years (1933-1955). In 1980, under President Russ Mawby's leadership, the foundation began to diversify, recognizing that greater diversity would make for a more effective organization. Diversity efforts began with gender and expanded to include age, race, ethnicity, geography, life experience and more.

The board of trustees continues to pursue the work begun by W.K. Kellogg and sees its contributions as part of his lasting legacy and enduring vision. Embracing diversity, inclusion, racial equity and declaring the Kellogg Foundation an anti-racist organization are consistent with our values and the intent to improve children's lives.

In that pursuit, we seek to better represent and understand the communities we serve. It's not for us as a private foundation to go into a community

and tell people what they need. Rather, we listen to learn the community's priorities. Unless we include and respect the authentic perspectives and voices of the communities with which we work and serve, we won't be successful.

This is true of our work in communities and also true of the composition of our board. In order to be most effective, our board's composition must reflect the communities in which we serve.

“
When we first identified racial equity as a critical component of our work in 2007, it was considered bold and courageous. But it was important because it gave our staff and partners the confidence to be very intentional.

– Celeste A. Clark,
board chair, WKKF

”



BOARD DIVERSITY CHANGE

- In 1984, the board was 10 people – nine White and one Person of Color; nine men and one woman.
- In January 2014, the foundation appointed its first female and African American CEO, La June Montgomery Tabron.
- In 2019, the Kellogg Foundation staff was 45% People of Color.
- In 2020, of our nine trustees, six are People of Color and three White. Of the People of Color there are four African Americans, one Latino and one Asian American.
- In 2020, of the Kellogg Foundation's executive leadership team, 42% are People of Color (5 of 12)

SENIOR LEADERSHIP COMMITMENT

Our senior leaders demonstrate a personal commitment to racial equity, diversity and inclusion by articulating the foundation's goals, strategies, policies and systems. Individually, each leader has committed to his or her own personal growth by participating in intensive learning labs, as well as team and individual coaching.

For several executive leaders, the work of racial equity, diversity and inclusion is a personal passion and a significant part of their professional accomplishments. They are recognized as leaders in the field and speak nationally and internationally on philanthropy and racial equity. Our entire leadership and the foundation as a whole benefit from their insight and expertise.

As a relatively small organization with a tightly knit community, our staff have frequent opportunities to engage with leaders. Foundation employees look to leaders to be role models in our pursuit of racial equity. When employees see that leaders act in accordance with our commitment to advance racial equity and create and maintain an inclusive culture, it builds trust and inspires employees to do the same.

“
Racial healing is an important part of achieving racial equity. It includes everyone. As a White man who has benefited from privilege, I also have a crucial role in this process. This is not a journey just for people of diverse backgrounds. This is a journey for all of us – and it's a hard, but incredible one.

- Joel Wittenberg,
vice president and chief
investment officer, WKKF

”



WHAT WE HAVE LEARNED:

Start your own journey.

Learning about unconscious bias is a good first step. That helps expose the microaggressions that affect people of color in organizations. These factors play a critical role in attracting and—more importantly—the retention of employees of color.

Be humble.

Engage colleagues of color and ask what it's like to work at your organization. It seems simple, but this is a very powerful exercise that can contribute to relationships based on trust.

Take concrete action within your organization.

As leaders, you must drive internal processes to have a diverse candidate pool, hire the best candidates of all backgrounds and then establish a structure to fairly evaluate and promote employees. This level of personal commitment to advancing racial equity is energizing and has the ability to drive your organization's long-term success.



STAFF DEVELOPMENT PRACTICES AND PROCESSES

Similar to board composition, our human resources team takes the same approach to hiring and developing staff. We aim to build a culture and work environment that supports racial equity. We have specific goals related to talent acquisition and workforce representation,

ensuring diverse search firm partners and diverse finalist pools. We build staff awareness and support consistent, ongoing learning. And, we continually evaluate our efforts while reporting annual benchmark data externally.

INTERNAL EFFORTS

CULTURE AND WORK ENVIRONMENT	TALENT ACQUISITION AND WORKFORCE REPRESENTATION	STAFF AWARENESS AND LEARNING	EVALUATION AND BENCHMARKING
<ul style="list-style-type: none">▪ Policy review for structural racism▪ Leadership accountability▪ Rewards and recognition for racial equity efforts and results▪ Performance management	<ul style="list-style-type: none">▪ Diverse competitive finalist pools▪ Diverse search firm partnerships▪ Pipeline building▪ Behavioral-based racial equity questions▪ Optional and anonymous candidate disclosure	<ul style="list-style-type: none">▪ Intercultural Development Inventory (IDI)▪ Intensive, experiential labs and workshops▪ Employee-led affinity groups▪ Onboarding and change boarding	<ul style="list-style-type: none">▪ Representation reporting on website▪ Staff & grantee perception surveys▪ Annual analysis of employment actions▪ External benchmarking

“
Racial equity is not a passive effort at the Kellogg Foundation. We strive to embed it in everything we do. It stems from a deep commitment to fundamentally change the belief systems and structural barriers created by a false hierarchy of human value. It's the main reason I joined the foundation.

- Vicky Stott,
program officer, WKKF

”

We do this because we cannot serve communities of color if we don't have people on staff and in leadership positions making decisions who reflect the people in the communities we serve. Hiring, developing and retaining a diverse workforce has been an important pillar of our recruitment strategy for decades. Only by “walking the talk” will we achieve our aspirations.

The Kellogg Foundation's commitment to racial equity begins with the recruitment phase. From reading job descriptions, to preparing an application, to the first conversation with a recruiter, potential candidates are given an opportunity to envision themselves as part of a workplace where racial equity and healing, leadership development and community engagement are embedded practices. In fact, it's the basis of the WKKF Employee Value Proposition—the promise we make to candidates and new employees that they will be joining a collaborative team committed to children, where racial equity is infused into all of our work and where we continuously strive to improve.

Our standard is that the only viable candidate pool – for any position – is a diverse candidate pool. We've partnered with hiring managers and recruiters to ensure diverse outreach and share accountability for meeting this standard. Collaboration with temporary staffing agencies

WKKF EMPLOYEE VALUE PROPOSITION

At the W.K. Kellogg Foundation, you join a collaborative team committed to children. Together we contribute to creating a world where children can thrive.

At the W.K. Kellogg Foundation:

We commit to racial equity. We infuse racial equity, community engagement and leadership into all our work and we partner with organizations and communities working to create equitable opportunities for the families and communities we serve.

and working with our teams to identify internship and equitable leadership development opportunities ensure a racially diverse staff at all levels. At the same time, we routinely review promotions and compensation levels to ensure equity.

The trends have been consistently positive. We have been measuring and reporting workforce

We value different perspectives. We affirm one another's humanity. We respect, leverage and celebrate the diverse perspectives of people.

We adapt continuously. We strive for improvement, foster a flexible and agile culture that values team results, and places high emphasis on providing great service to our grantees, vendors and to one another.

We invest in people. We develop the skills and capabilities needed to create leaders at every level of our organization and we place decision-making authority to those closest to the work.

composition for more than a decade, and we were one of the first foundations to publicly post employee and trustee demographics on our external website. Over the past decade our staff composition has changed from 24% to 45% people of color, a 112% increase. Additionally, our executive leadership has increased from 27% to 42% over the last 10 years.

Once on staff, each team member plays a role in ensuring our workplace culture is one where staff members of all racial and cultural backgrounds can bring their full selves to the office and to our shared work. Our onboarding practices equip new staff to become co-creators of this culture. Within the first few weeks of employment, staff take the Intercultural Development Inventory, which provides information and an opportunity to assess individual ability to appropriately adapt to cultural differences. They are also matched with a coach to map out plans for further development of these intercultural competencies.

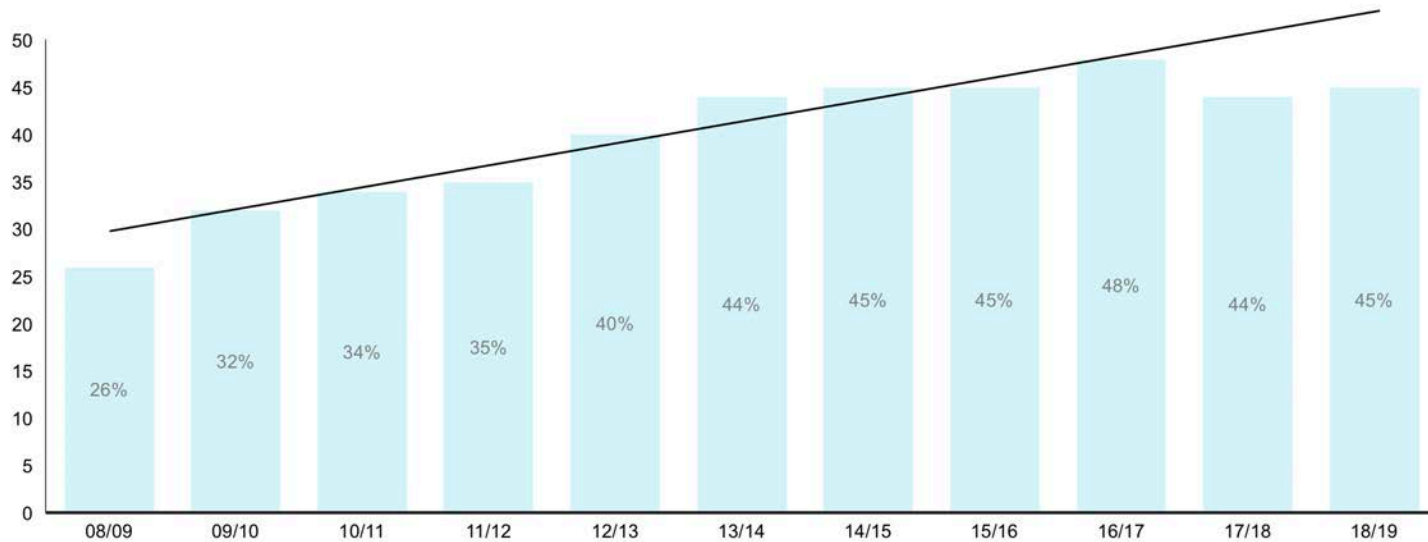
We also strive to create and sustain a diverse, inclusive and equitable workplace in which all employees have the opportunity to succeed. By creating a safe and courageous space for awareness and development activities, we provide our staff with a set of tools, common language and experiences related to racial equity, community engagement and leadership for individual and collective learning and growth. It's not about everyone thinking the same thing, it's about appreciating and understanding many perspectives and learning from them – ultimately, enabling us to affirm one another's humanity.

In fiscal year 2019/20, 60% of internal promotions were people of color. The turnover rate for people of color over the last five years is at 12%, lower than the reported levels of peer foundations.

WKKF WORKFORCE COMPOSITION

W.K. Kellogg Foundation U.S. Based Workforce Composition, People of Color Staff Representation
% of Total workforce

10-year period (2008/2009 to 2018/2019)



WHAT WE HAVE LEARNED:

Leadership support is critical.

Our board made its formal commitment to WKKF being an anti-racist organization in 2007. Although we had worked to advance racial equity for many years prior, this was a defining moment for us to be intentional with all our efforts from the inside-out.

Language and words matter.

We have learned that certain words, phrases and concepts have racist roots and we are mindful not to use them. We also work to educate our colleagues when the origins of language are not understood more broadly. We foster a culture of growth, development and humility.

One size does not fit all.

Every organization, person and journey is different. One of the things we've learned is that to advance racial equity most effectively, there has to be a connection between the head and the heart. Sharing personal stories helps make

this connection, however everyone is different. What touches one person, might affect another differently for various reasons.

Patience and perseverance are key.

Sometimes you feel as if you've taken two steps forward and one step back. Or one step forward and two steps back. We've been there too. When we started our internal journey we implemented awareness efforts that were not well received and ultimately created hurt feelings among our White staff members, which in turn led them to disengage. This was a real setback and a pivotal learning moment for us.

Accept that everyone may not commit.

Even if it feels like you are making great progress, you still may not get everybody on board. You have to find a way to live with that tension, respect where everyone is and help everyone feel valued.

MEETINGS AND VENDORS

Our practices related to racial equity extend to our interactions with vendors and all aspects of meeting planning. When the Kellogg Foundation hosts an event, convening or meeting, we vet our vendors' racial equity standards. For instance, we do not rent venues that were former plantations,

unless part of an educational experience; we open meetings with a land acknowledgement recognizing the Indigenous people of that region; and we look into the diversity, equity and inclusion practices of hotels, such as inquiring whether service charges are distributed among staff.

AFFINITY GROUPS

Affinity groups are a big part of the WKKF journey. Our human resource professionals know the key component to the recruitment and retention of WKKF staff of color has been our long-standing affinity groups. Building on the foundation’s commitment to racial equity, community engagement and leadership, the goal of WKKF’s affinity groups is to promote and honor the wisdom, experiences and histories of people of color while catalyzing individual and collective transformation.

We create an organizational culture that addresses various forms of privilege and promotes racial healing to dismantle racism and othering – fully embodying our commitment as an anti-racist organization.

Affinity Groups

- Promote cultural knowledge and social understanding through various, foundation-wide learning opportunities like heritage month events, dialogue around current events or cultural activities.

- Offer leadership development and opportunities for advancement through onboarding and peer mentoring, skill-building exercises and specific cultural and/or heritage celebrations and recognition.
- Foster community participation and presence for equity through alliance-building across affinity groups and communities.

“
RAÍCES has provided a safe space for me to connect with others who share aspects of my identity, and has given me tools to be more inclusive in my work and the confidence to show up as who I am.”

- Emma Brecheisen,
concierge service associate, WKKF

”



WHAT WE HAVE LEARNED:

Affinity groups have a journey.

At times, affinity groups have dwindled in participation and have had challenges with clarity of purpose. However, when we are clear about intent and engagement strategies, the groups are well-positioned and supported with resources, their contributions to staff culture and learning are significant.

Affinity groups help develop talent.

Organizational affinity groups provide an important avenue for employees of color to share

recommendations and policies that ensure retention and development of staff. They also play a critical role in the talent development of employees of color.

Affinity groups shape organizational culture.

Ultimately, affinity groups help the organization grow in its commitment to racial equity, because of the wisdom, knowledge and professional and lived experience they bring to the organization.

INVESTMENT TEAM LEADERSHIP

In the financial sector, very few investment teams include many people of color. In communities, that translates into little or no access to quality jobs or capital for entrepreneurs of color and the organizations or businesses they lead. Recognizing these dynamics, we considered how to address in a systematic way through our own efforts – to align this aspect of our work with our organizational commitment.

The goals in our mission driven investment work have been to address capital market gaps in a systematic and comprehensive way – to widen access to capital for people of color and to address the unconscious bias and racism supporting the status quo.

In 2007, with the board's leadership, we committed \$100 million of our endowment to market-rate, mission-related investments to disrupt the status quo and drive capital to communities of color. And like many foundations, we also leveraged program-related investments. From our program's inception, we have deployed more than \$200 million in mission-related and program-related investments.

In addition to our mission driven investments, and with board support, we began our pursuit to find more diverse investment managers in 2010. Over time we have tried a number of tactics. We invested more than \$100 million from our endowment in diverse-owned firms to develop the talent pipeline and advance racial equity in the investment industry.

“
Our mission requires every available tool. In addition to grantmaking, WKKF attempts to harness the power of the capital markets to improve the lives of children, their families and their communities.

– Cynthia Muller,
director of mission
investment, WKKF

”

Most recently, we are engaging institutional investors interested in improving their internal processes to widen equity in their organizations and positively influence the ecosystem. In 2019 we launched our Expanding Equity program – to help

firms change from the inside-out. Working with a cohort of leading investment management firms, we are developing and implementing tools and techniques to help organizations more actively pursue equity within their companies.





PATHWAYS FOR ACTION

Advancing racial equity requires that we identify opportunities with people and in places often overlooked. At its core, racial equity work is seeking out underrepresented

voices. Not to invite them or include them at an existing table, but to allow for their input to reshape, expand and transform the table.

WHAT WE HAVE LEARNED:

This work is a journey every organization can take.

Despite the foundation actively working on racial equity, diversity and inclusion for decades, we are not there yet. We've made tremendous progress, but there's still work to be done. This work isn't easy. It takes willingness and deep understanding for others' experiences and is essential to making the organization more effective.

Organizational commitments must align with values.

Beyond the public statements and commitments to racial equity, real change is in policies and practices – internally and externally. We are proud that racial equity, diversity and inclusion extends from our board to staff and to partners, vendors and grantees.

WHAT WE HAVE LEARNED
(CONTINUED):

Racial equity lifts every aspect of
organizational pursuits.

Our commitment to racial equity, diversity and inclusion spans our governance, employment practices and programmatic work. Our internal work makes us more effective externally. Internal shifts to advance racial equity, diversity and inclusion within the foundation help us understand how differences play out in the communities. We're not only striving to practice what we preach, we're striving to practice what we're asking other people, grantees and communities to do.

This work requires partnership.

We encourage other leaders to apply the same basic principles to their work as we have applied to ours, including:

- Reflecting on your own biases and learning together.
- Challenging structural racism and supporting healing.
- Yielding power and fostering humility.
- Amplifying community voice and wisdom.
- Embracing change and exploring creative possibilities.

We need courageous leaders willing to embark on a journey to actively pursue racial equity in their organizations and communities. We need creative thinkers who will help us tackle racism and resulting complex challenges. We need resources – grant capital, investment capital and human capital to do this work. And we need more voices added to the growing chorus that says: We need to do better. When we stand together, we are closer to creating the society that all of our children deserve.

PRACTICAL APPLICATION

The Kellogg Foundation developed a series of racial equity standards that create a racial healing and systems transformation pathway for individuals and organizations to adopt. We use

these standards in our daily activities, across roles – including reflections upon interactions, in strategy development, and in how we show up in internal and external partnerships.

*Each of us has the
power to advance
racial equity within
our circles, workplaces
and communities.*

W.K. KELLOGG FOUNDATION'S
RACIAL EQUITY STANDARDS

EQUITY IN ACTION

Ensure that policies, procedures and processes are administered fairly, consistently and equitably. If you ask something of one staff member, vendor or grantee, are you asking it of others?

EVERYBODY COUNTS

Always seek to disaggregate demographic data by race and ethnicity, even when it's less convenient. There are no "others."

DIVERSIFY CANDIDATE POOL

When hiring staff or contracting vendors, a viable pool of candidates is a racially diverse pool of candidates. Period.

INFLUENCE & SUPPORT

Encourage grantees, vendors and partners to better understand how they can advance racial equity. Support them in developing strategies and plans for doing so.

SEE ME

Ensure that presentations, pictures, stories and examples appropriately represent, recognize and honor people and their cultural ways as assets.

WORDS MATTER

Recognize that language is racialized (e.g., politics is tribal, crack the whip, time Nazi, gypped, things going South, having a pow wow, slave driver, being jewed, etc.). Seek to open your heart and mind to learning ways of speaking that acknowledges historical context and affirms people's identities.

HONOR ALL CULTURES

Appreciate different rituals, foods, holidays, ways of dress and experiences as a way to deepen relationships and trust.



W.K.
KELLOGG
FOUNDATION®

1930-2020
90

FOR 90 YEARS ... FOR CHILDREN



One Michigan Avenue East, Battle Creek, MI 49017-4012
269.968.1611 MAIN | 269.968.0413 FAX | wkkf.org