

# GLOBAL REPORTING INITIATIVE INDEX

The Global Reporting Initiative (GRI) has verified that our report has been prepared according to the GRI Guidelines at Application Level B. This index covers all core indicators and those additional GRI indicators (shown in italics) on which we have fully or partially reported. Please visit [www.globalreporting.org](http://www.globalreporting.org) for additional information on the Guidelines.

Not Reported



Partially Reported





Fully Reported



PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
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## STANDARD DISCLOSURES PART I: PROFILE DISCLOSURES

### 1. STRATEGY AND ANALYSIS


1.1	Statement from the most senior decision-maker of the organization.		Message from Our CEO (p. 4)
1.2	Description of key impacts, risks, and opportunities.		Our Strategy (p. 7) Corporate Responsibility Across the Value Chain (p. 8) Our 2020 Sustainability Commitments (p. 9)




### 2. ORGANIZATIONAL PROFILE

2.1	Name of the organization.		Welcome (p. 3)
2.2	Primary brands, products, and/or services.		About Kellogg Company (p. 5) Form 10-K, pp. 2-3 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf</a> )
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.		About Kellogg Company (p. 5)
2.4	Location of organization's headquarters.		About Kellogg Company (p. 5)
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.		Our Operations (p. 6)
2.6	Nature of ownership and legal form.		About Kellogg Company (p. 5)
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).		About Kellogg Company (p. 5) Form 10-K, p. 71 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf</a> )
2.8	Scale of the reporting organization.		About Kellogg Company (p. 5) Our Operations (p. 6) Also, as of 1/3/15, total debt was \$7.4 billion, and total equity was \$2.8 billion.
2.9	Significant changes during the reporting period regarding size, structure, or ownership.		Our Strategy, p. 7 Also note: In January 2015, we acquired a majority stake in Bisco Misr, a leading biscuit company in Egypt.
2.10	Awards received in the reporting period.		Please see our website ( <a href="http://www.kelloggcompany.com/en_US/awards-and-recognition.html">http://www.kelloggcompany.com/en_US/awards-and-recognition.html</a> ) for a complete list of recent awards. Message from Our CEO (p. 4) Diversity and Inclusion (p. 57) Expanding Breakfast Programs (p. 76) Maximizing Product Donations (p. 79)


PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>3. REPORT PARAMETERS</b>			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	<input type="radio"/>	The reporting period is calendar year 2014, unless otherwise noted.
3.2	Date of most recent previous report (if any).	<input type="radio"/>	Spring 2014
3.3	Reporting cycle (annual, biennial, etc.).	<input type="radio"/>	About This Report (p. 3)
3.4	Contact point for questions regarding the report or its contents.	<input type="radio"/>	About This Report (p. 3)
3.5	Process for defining report content.	<input type="radio"/>	Our Corporate Responsibility Strategy (p. 7) Corporate Responsibility Across the Value Chain (p. 8) Stakeholder Engagement (p. 13)
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	<input type="radio"/>	About Kellogg Company (p. 5) The discussions and data shared in this report relate to Kellogg Company's wholly and majority-owned operations around the world.
3.7	State any specific limitations on the scope or boundary of the report.	<input type="radio"/>	Key Data Summary, footnote #3 (p. 10)
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	<input type="radio"/>	About Kellogg Company (p. 5)
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	<input type="radio"/>	Our Operations (p. 6) Key Data Summary (pp. 10-11) Innovations and Renovations (pp. 41-42) Health and Safety (p. 52) Our 2014 Energy and GHG Performance (p. 63) Our 2014 Water Use Performance (p. 67) Our 2014 Waste to Landfill Performance (p. 69)
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	<input type="radio"/>	Key Data Summary (p. 10) Our 2014 Energy and GHG Performance (p. 63) Our 2014 Water Use Performance (p. 67) Our 2014 Waste to Landfill Performance (p. 69)
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	<input type="radio"/>	There were no significant changes from the previous reporting period in the scope, boundary, or measurement methods applied in the report. The environmental data for past years have been adjusted slightly from our previous report, reflecting improvements in our data gathering, tracking and auditing processes.
3.12	Table identifying the location of the Standard Disclosures in the report.	<input type="radio"/>	This GRI table.
3.13	Policy and current practice with regard to seeking external assurance for the report.	<input type="radio"/>	This report was not externally assured.
<b>4. GOVERNANCE, COMMITMENTS, AND ENGAGEMENT</b>			
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	<input type="radio"/>	Our Board of Directors' Social Responsibility & Public Policy Committee oversees the company's sustainability efforts and climate policy. All five committee members are independent, as defined by the U.S. Securities and Exchange Commission. The Board's Audit Committee reviews environmental performance, and the Manufacturing Committee reviews health and safety performance. The Board as a whole addresses many of the important issues discussed in this report, including those related to health and nutrition. See also our website at <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/default.aspx</a> .
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	<input type="radio"/>	Proxy Statement, pp. 7-8 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf</a> )


















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4.3	For organizations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.		Proxy Statement, p. 7 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf</a> )
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.		Annual Report, pp. 84-85 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf</a> )
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).		Proxy Statement, pp. 26-27 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/2015/K_2015-Proxy_v001_q6f43i.pdf</a> )
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.		Corporate Governance Guidelines ( <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx</a> )
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organization's strategy on economic, environmental, and social topics.		Corporate Governance Guidelines ( <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx</a> )
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.		Welcome (p. 3) Message from Our CEO (p. 4) Our 2020 Sustainability Commitments (p. 9) Our Food Beliefs and Commitments (p. 12) Living Our Values (p. 14) Palm Oil (p. 19) An Ethical Supply Chain (p. 20) Smallholder and Women Farmers (p. 27) Responsible Product Marketing (p. 46) Innovations and Renovations (p. 41) Greenhouse Gas Emissions and Energy Use (p. 62)
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.		Our Corporate Responsibility Strategy (p. 7) Our 2020 Sustainability Commitments (p. 9) See also response to indicator 4.1.
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.		Corporate Governance Guidelines ( <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/corporate-governance-guidelines/default.aspx</a> )
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.		We have not formally adopted the precautionary principle but we systematically assess and manage risks in order to prevent incidents in environmental safety, food safety and health and safety.
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.		Living Our Values (p. 14) Our New Sourcing Commitments (p. 17) Palm Oil (p. 19) Additional Partnerships (p. 25) Supporting Women's Empowerment (p. 29) Reducing Calories, Together (p. 44) Packaging and Labeling (p. 45) Responsible Product Marketing (pp. 46-47) Product Safety and Quality (p. 48) Greenhouse Gas Emissions and Energy Use (p. 62) Sustainable Packaging (p. 70) World Food Day (p. 81)

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.		<p>AIM-PROGRESS</p> <p>Allergen Bureau (Australia)</p> <p>American Frozen Food Institute</p> <p>American Institute for Packaging and the Environment (AMERIPEN)</p> <p>Anaphylaxis Campaign (U.K.)</p> <p>Association of Food and Drug Officials (U.S.)</p> <p>Australia Food and Grocery Council (Health, Nutrition and Scientific Affairs Committee)</p> <p>Breakfast Cereals Canada</p> <p>Business for Innovative Climate &amp; Energy Policy</p> <p>Campden BRI (U.K.)</p> <p>Canadian Association of Importers and Exporters (Food Committee)</p> <p>CDP (formerly the Carbon Disclosure Project)</p> <p>Center for Research on Ingredient Safety (Leadership Team)</p> <p>Consumer Goods Council of South Africa</p> <p>Consumer Goods Forum</p> <p>European Cereal Trade Association</p> <p>European Snacks Association</p> <p>Federation of Indian Chambers of Commerce and Industry</p> <p>Field to Market</p> <p>Food Allergy and Anaphylaxis Network (U.S.)</p> <p>Food Allergy Research and Resource Program (U.S.)</p> <p>Food &amp; Consumer Products of Canada</p> <p>Food and Drink Federation (Europe)</p> <p>Food Industry Toxicology Roundtable</p> <p>Global Environmental Management Initiative</p> <p>Global Food Protection Institute/International</p> <p>Food Protection Training Institute</p> <p>Grocery Manufacturers Association (Federal Affairs Committee, Nutrition Health and Labeling Committee)</p> <p>Heartland Plant Initiative</p> <p>Institute of Food Technology</p> <p>International Association for Food Protection (Chemical Hazards and Food Allergy Professional Development Group)</p> <p>International Food and Beverage Alliance</p> <p>International Food Information Council</p> <p>International Life Sciences Institute (Food, Nutrition and Food Safety Program, North American Technical Committee on Food and Chemical Safety)</p> <p>Joint Institute for Food Safety and Applied Nutrition</p> <p>Leatherhead Food Research (U.K.)</p> <p>Michigan Food Safety Alliance</p> <p>Michigan Manufacturers Association</p> <p>Ontario Cereal Industry Research Council</p> <p>Roundtable on Sustainable Palm Oil</p> <p>Snack, Nut and Crisp Manufacturers Association (U.K.)</p> <p>Society of Toxicology (FDA/SOT Colloquium Task Force)</p> <p>Supplier Ethical Data Exchange (Sedex)</p> <p>Sustainable Agriculture Initiative</p> <p>Sustainable Packaging Coalition</p> <p>Sustainable Rice Platform</p> <p>The Sustainability Consortium</p> <p>Toxicology Forum</p> <p>U.K. Association of Cereal Food Manufacturers</p> <p>University of Georgia Center for Food Safety</p> <p>University of Toronto Program in Food Safety, Nutrition and Regulatory Affairs</p> <p>World Cocoa Foundation</p>
4.14	List of stakeholder groups engaged by the organization.		Engaging with Stakeholders (p. 13)

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
4.15	Basis for identification and selection of stakeholders with whom to engage.		We engage with most of our stakeholders—e.g., employees, suppliers, consumers, customers, investors, etc.—in the normal course of business. In some cases we have sought out and joined multi-stakeholder initiatives to help us learn about and make progress on particular issues, such as deforestation and palm oil sourcing. And in some cases, stakeholders (such as nongovernmental organizations) have approached us with ideas and suggestions for improving our operations.
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.		<p>The following outlines ways in which we interact with our stakeholders. All interactions are ad hoc unless otherwise noted.</p> <p><b>Employees:</b> K Connect (our global company intranet), Global Opinion Surveys, “town hall” meetings, Employee Resource Groups, Diversity Councils, safety committees, union representation, GoGreen Teams, anonymous hotline and web-based reporting tool for ethics or compliance concerns</p> <p><b>Consumers:</b> Advertising, marketing, promotions, labeling, corporate website, regional websites, nutrition website, press releases, daily interactions with our Consumer Affairs department</p> <p><b>Dietitians and health care professionals:</b> Professional conferences, nutrition website, published summaries of key research, Kellogg’s Nutrition and Health Institute in Mexico (Instituto de Nutrición y Salud)</p> <p><b>Customers:</b> Working group of fellow suppliers to a major customer, joint philanthropic initiatives, coalitions and partnerships (e.g., the Consumer Goods Forum)</p> <p><b>Suppliers:</b> Supplier Code of Conduct, Food Safety Summits, audits, supplier diversity program, partnerships with and assistance to grain growers and millers</p> <p><b>Industry:</b> Trade association memberships, industry forums, partnerships, coalitions formed to address specific topics</p> <p><b>Investors:</b> Annual report, annual shareholders meeting, quarterly earnings calls, “investor days,” daily interactions via our Investor Relations function, investor section of corporate website</p> <p><b>Nongovernmental organizations:</b> Membership in multi-stakeholder committees and dialogues, participation in conferences, informal discussions on specific topics of interest, philanthropic donations, submission of environmental risk assessments and data to public clearinghouses</p> <p><b>Communities:</b> Employee volunteer activities, partnerships with nonprofits (e.g., the United Way) and customers, economic benefits due to philanthropic donations and business agreements with local suppliers</p> <p><b>Governments:</b> Engagement with local, state and federal governments (engagement varies based on entity), provision of expertise to regulators, advocacy, through our Government Relations function, compliance with all relevant laws and regulations, contribution to a broad array of policies important to doing business as a responsible company</p>
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.		<p>Our Corporate Responsibility Strategy (p. 7)</p> <p>Engaging with Stakeholders (p. 13)</p> <p>Our New Sourcing Commitments (p. 17)</p> <p>Additional Partnerships (p. 25)</p> <p>Innovations and Renovations (pp. 41-42)</p> <p>Strengthening Safety Performance through Employee Engagement (p. 52)</p> <p>Work/Life Effectiveness (p. 55)</p>

## STANDARD DISCLOSURES PART II: DISCLOSURE ON MANAGEMENT APPROACH (DMAS)

DMA SC	DISCLOSURE ON MANAGEMENT APPROACH SC		
ASPECTS	Protecting natural resources		<p>Our 2020 Sustainability Commitments (p. 9)</p> <p>Our New Sourcing Commitments (p. 17)</p> <p>Ingredients and Materials (p. 18)</p> <p>Palm Oil (p. 19)</p> <p>Sustainable Agriculture (pp. 22-25)</p> <p>Conserving Natural Resources in Our Operations (p. 61)</p> <p>See also response to DMA EN Overall below.</p>
	Minimizing toxicity		

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>DMA SC</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH SC, CONT.</b>		
<b>ASPECTS</b>	Fair trade		Our 2020 Sustainability Commitments (p. 9) Strengthening the Sustainability of Our Supply Base (p. 16) Our New Sourcing Commitments (p. 17) Palm Oil (p. 19) An Ethical Supply Chain (pp. 20-21) Smallholder and Women Farmers (pp. 27-29)
	Fair compensation for labor		An Ethical Supply Chain (p. 20) Smallholder and Women Farmers (pp. 27-29) Labor Standards (p. 58)
	Traceability		Ingredients and Materials (p. 18) Palm Oil (p. 19) Genetically Modified Crops (p. 26) Smallholder and Women Farmers (pp. 27-29) Product Safety and Quality (pp. 48-49)
	Genetically modified organisms (GMOs)		Genetically Modified Crops (p. 26)
	Animal welfare		
	Biofuels		
<b>DMA EC</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH EC</b>		
<b>ASPECTS</b>	Economic performance		About Kellogg Company (p. 5) Our Operations (p. 6) Our Strategy (p. 7) Supplier Diversity (p. 30) Greenhouse Gas Emissions and Energy Use (p. 62) Water Use (p. 66) A Signature Cause (p. 74) 10-K, p. 57 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf</a> )
	Market presence		Our 2020 Sustainability Commitments (p. 9) Strengthening the Sustainability of Our Supply Base (p. 16) Our New Sourcing Commitments (p. 17) Smallholder and Women Farmers (pp. 27-29)
	Indirect economic impacts		
<b>DMA EN</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH EN</b>		
<b>ASPECTS</b>	Materials		Ingredients and Materials (pp. 18-19) Sustainable Agriculture (pp. 22-24) Sustainable Packaging (pp. 70-71)
	Energy		Greenhouse Gas Emissions and Energy Use (p. 62)
	Water		Water Use (p. 66)
	Biodiversity		
	Emissions, effluents and waste		Greenhouse Gas Emissions and Energy Use (p. 62) Waste to Landfill (p. 68)
	Products and services		Sustainable Packaging (pp. 70-71)
	Compliance		See response to DMA EN Overall below.
	Transport		Optimizing Transport Efficiency (p. 65)

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
DMA EN	DISCLOSURE ON MANAGEMENT APPROACH EN, CONT.		
	Overall		DMA for all Environmental Issues: Our Chief Sustainability Officer, who reports to the Senior Vice President, Global Supply Chain, oversees environmental sustainability. We have directors of sustainability in the U.S. and Europe, as well as environmental, health and safety (EHS) heads in every region and business unit. For facility managers, business unit managers and our CEO, performance reviews and bonuses are based, in part, on environmental performance compared to targets. We use a web-based, ISO-aligned EHS management system called K-CAPP (Kellogg Cares About People & Planet) to track progress and ensure compliance with environment-related company policies and government regulations. We conduct regular EHS audits at Kellogg facilities to ensure compliance with Kellogg policies and procedures and government regulations. Formal, third-party audits are conducted at each manufacturing plant every two to three years. In the intervening years, we conduct internal self-assessments. In 2014, third-party audits were conducted at 15 (out of approximately 60) Kellogg manufacturing plants around the globe.
DMA LA	DISCLOSURE ON MANAGEMENT APPROACH LA		
ASPECTS	Employment		Our Operations (p. 6) Labor Standards (p. 58)
	Labor/management relations		Labor Standards (p. 58)
	Occupational health and safety		Health and Safety (pp. 52-53) Employee Wellness (p. 54)
	Training and education		Health and Safety (pp. 52-53) Talent Management (p. 59)
	Diversity and equal opportunity		Diversity and Inclusion, (pp. 56-57) Also, our Executive Diversity and Inclusion Council—a cross-functional group of senior leaders—champions diversity at the company and oversees the implementation of our D&I strategy. John Bryant, Kellogg Company's president and CEO, is chair of this Council. Our Office of Diversity and Inclusion helps our organization to identify, manage and leverage diversity and inclusion issues and opportunities.
DMA HR	DISCLOSURE ON MANAGEMENT APPROACH HR		
ASPECTS	Investment and procurement practices		Living Our Values (p. 14) An Ethical Supply Chain (pp. 20-21)
	Non-discrimination		
	Freedom of association and collective bargaining		Labor Standards (p. 58)
	Child labor		Our New Global Supplier Code of Conduct (p. 20) See also response to HR6 below.
	Forced and compulsory labor		Our New Global Supplier Code of Conduct (p. 20) Labor Standards (p. 58)
	Security practices		
	Indigenous rights		
DMA SO	DISCLOSURE ON MANAGEMENT APPROACH SO		
ASPECTS	Community		
	Healthy and affordable food		The Power of Breakfast (pp. 34-37) Health and Wellness Education and Research (pp. 38-40) Our Hunger Relief Strategy (pp. 75-82)

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>DMA SO</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH SO, CONT.</b>		
	Corruption		Living Our Values (p. 14) (See also response to SO3 and SO4 below.)
	Public policy		Our New Sourcing Commitments (p. 17) Supporting Women's Empowerment (p. 29) Responsible Product Marketing (pp. 46-47) Greenhouse Gas Emissions and Energy Use (p. 62) Sustainable Packaging (p. 71) See also our website at <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/political-contributions-policy/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/political-contributions-policy/default.aspx</a>
	Anti-competitive behavior		
	Compliance		
<b>DMA PR</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH PR</b>		
<b>ASPECTS</b>	Customer health and safety		Our Foods, Our Responsibilities (pp. 32-33) Innovations and Renovations (pp. 41-44) Product Safety and Quality (pp. 48-49)
	Product and service labeling		Our Foods, Our Responsibilities (pp. 32-33) Innovations and Renovations (pp. 41-44) Packaging and Labeling (p. 45)
	Marketing communications		Responsible Product Marketing (pp. 46-47)
	Customer privacy		
	Compliance		
<b>DMA AW</b>	<b>DISCLOSURE ON MANAGEMENT APPROACH AW</b>		
<b>ASPECTS</b>	Breeding and genetics		
	Animal husbandry		
	Transportation, handling and slaughter		

## STANDARD DISCLOSURES PART III: PERFORMANCE INDICATORS

### ACROSS ALL ASPECTS OF SOURCING

<b>FP1</b>	Percentage of purchased volume from suppliers compliant with company's sourcing policy.		Our New Global Supplier Code of Conduct (p. 20)
<b>FP2</b>	Percentage of purchased volume which is verified as being in accordance with credible, internationally recognized responsible production standards, broken down by standard.		Palm Oil (p. 19) An Ethical Supply Chain (p. 20) Sustainable Packaging (pp. 70-71)

## ECONOMIC















### ECONOMIC PERFORMANCE

<b>EC1</b>	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.		About Kellogg Company (p. 5) Our Operations (p. 6) Supplier Diversity (p. 30) A Signature Cause (p. 74) Our Hunger Relief Strategy (pp. 75-82) Charitable Contributions (p. 83)
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PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>ECONOMIC PERFORMANCE, CONT.</b>			
<b>EC2</b>	Financial implications and other risks and opportunities for the organization's activities due to climate change.		Greenhouse Gas Emissions and Energy Use (p. 62) Water Use (p. 66) See also our full CDP submission at <a href="http://www.cdp.net">www.cdp.net</a> .
<b>EC3</b>	Coverage of the organization's defined benefit plan obligations.		10-K, p. 57 ( <a href="http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf">http://investor.kelloggs.com/files/doc_financials/annual_reports/K_2014-Annual-Report_v001_q725z5.pdf</a> )
<b>EC4</b>	Significant financial assistance received from government.		
<b>MARKET PRESENCE</b>			
<b>EC6</b>	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.		Our 2020 Sustainability Commitments (p. 9) Strengthening the Sustainability of Our Supply Base (p. 16) Our New Sourcing Commitments (p. 17) Smallholder and Women Farmers (pp. 27-29)
<b>EC7</b>	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.		
<b>INDIRECT ECONOMIC IMPACTS</b>			
<b>EC8</b>	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.		
<b>ENVIRONMENTAL</b>			
<b>MATERIALS</b>			
<b>EN1</b>	Materials used by weight or volume.		Ingredients and Materials (pp. 18-19) Sustainable Agriculture (pp. 22-24) Sustainable Packaging (pp. 70-71)
<b>EN2</b>	Percentage of materials used that are recycled input materials.		Sustainable Packaging (pp. 70-71)
<b>ENERGY</b>			
<b>EN3</b>	Direct energy consumption by primary energy source.		Our 2014 Energy and GHG Performance (p. 63) Primary energy sources are as follows: Biogas: 11,640 gigajoules (Gj) Diesel/gas oil: 4,993 Gj Natural gas: 9,142,533 Gj Propane: 25,801 Gj Biomass: 44,792 Gj Total: 9,229,759 Gj
<b>EN4</b>	Indirect energy consumption by primary source.		Our 2014 Energy and GHG Performance (p. 63)
<b>EN5</b>	<i>Energy saved due to conservation and efficiency improvements.</i>		<i>Points of Progress in Our Energy Use and GHG Emissions (p. 64) Optimizing Transport Efficiency (p. 65)</i>
<b>EN7</b>	<i>Initiatives to reduce indirect energy consumption and reductions achieved.</i>		<i>Points of Progress in Our Energy Use and GHG Emissions (p. 64)</i>
<b>WATER</b>			
<b>EN8</b>	Total water withdrawal by source.		Our 2014 Water Use Performance (p. 67)
<b>EN9</b>	<i>Water sources significantly affected by withdrawal of water.</i>		<i>Water Use (p. 66)</i>

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>BIODIVERSITY</b>			
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.		
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.		
<b>EMISSIONS, EFFLUENTS AND WASTE</b>			
EN16	Total direct and indirect greenhouse gas emissions by weight.		Our 2014 Energy and GHG Performance (p. 63)
EN17	Other relevant indirect greenhouse gas emissions by weight.		
EN18	<i>Initiatives to reduce greenhouse gas emissions and reductions achieved.</i>		<i>Points of Progress in Our Energy Use and GHG Emissions (p. 64)</i>
EN19	Emissions of ozone-depleting substances by weight.		
EN20	NOx, SOx, and other significant air emissions by type and weight.		
EN21	Total water discharge by quality and destination.		
EN22	Total weight of waste by type and disposal method.		Waste to Landfill (pp. 68-69)
EN23	Total number and volume of significant spills.		
<b>PRODUCTS AND SERVICES</b>			
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.		
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.		Sustainable Packaging (pp. 70-71)
<b>COMPLIANCE</b>			
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.		Kellogg had no significant fines in 2014. The company globally had 62 minor nonmonetary environmental noncompliance sanctions in 2014, which were primarily self-reported wastewater exceedances.
<b>TRANSPORT</b>			
EN29	<i>Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.</i>		<i>Optimizing Transport Efficiency (p. 65)</i>
<b>SOCIAL: LABOR PRACTICES AND DECENT WORK</b>			
<b>EMPLOYMENT</b>			
LA1	Total workforce by employment type, employment contract, and region.		Our Operations (p. 6)
LA2	Total number and rate of employee turnover by age group, gender, and region.		




PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>LABOR/MANAGEMENT RELATIONS</b>			
LA4	Percentage of employees covered by collective bargaining agreements.		Labor Standards (p. 58)
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.		
FP3	Percentage of working time lost due to industrial disputes, strikes and/or lock-outs, by country.		
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
LA6	<i>Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.</i>		Health and Safety (pp. 52-53)
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.		Health and Safety (pp. 52-53)
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.		Employee Wellness (p. 54)
<b>TRAINING AND EDUCATION</b>			
LA10	Average hours of training per year per employee by employee category.		Health and Safety (pp. 52-53) Talent Management (p. 59)
LA11	<i>Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.</i>		Talent Management (p. 59)
LA12	<i>Percentage of employees receiving regular performance and career development reviews.</i>		See response to DMA EN Overall.
<b>DIVERSITY AND EQUAL OPPORTUNITY</b>			
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.		Diversity and Inclusion (pp. 56-57)
LA14	Ratio of basic salary of men to women by employee category.		
<b>SOCIAL: HUMAN RIGHTS</b>			
<b>INVESTMENT AND PROCUREMENT PRACTICES</b>			
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.		
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.		An Ethical Supply Chain (pp. 20-21)
HR3	<i>Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.</i>		Living Our Values (p. 14)

PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>NON-DISCRIMINATION</b>			
HR4	Total number of incidents of discrimination and actions taken.		
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING</b>			
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.		Labor Standards (p. 58)
<b>CHILD LABOR</b>			
HR6	Operations identified as having significant risk for incidents of child labor, and measures taken to contribute to the elimination of child labor.		Our New Global Supplier Code of Conduct (p. 20) We have a zero tolerance policy toward child labor and have not identified any Kellogg-owned operations at which there is a risk for this type of problem.
<b>FORCED AND COMPULSORY LABOR</b>			
HR7	Operations identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of forced or compulsory labor.		Our New Global Supplier Code of Conduct (p. 20) Labor Standards (p. 58)
<b>SOCIAL: SOCIETY</b>			
<b>COMMUNITY</b>			
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.		
<b>HEALTHY AND AFFORDABLE FOOD</b>			
FP4	Nature, scope and effectiveness of any programs and practices (in-kind contributions, volunteer initiatives, knowledge transfer, partnerships and product development) that promote healthy lifestyles; the prevention of chronic disease; access to healthy, nutritious and affordable food; and improved welfare for communities in need.		The Power of Breakfast (pp. 34-37) Health and Wellness Education and Research (pp. 38-40) Our Hunger Relief Strategy (pp. 75-82)
<b>CORRUPTION</b>			
S02	Percentage and total number of business units analyzed for risks related to corruption.		
S03	Percentage of employees trained in organization's anti-corruption policies and procedures.		Living Our Values (p. 14) Kellogg uses a cyclical, risk-based approach for conducting anti-corruption training. Some of the risk factors include job responsibilities, regulatory changes, and time since previous training. In 2014 we updated our Global Code of Ethics (booklet and online training course) with, among other things, enhanced anti-corruption guidance, and are deploying it our global workforce. The booklet will go to all employees and the online course will go to all full-time salaried, nonproduction employees. All relevant employees will be trained in the new Code in 2015.
S04	Actions taken in response to incidents of corruption.		Living Our Values (p. 14) In 2014, Kellogg had no verified incidents of corrupt business practices (e.g. bribery, kickbacks, etc.) within its business operations.



PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
<b>PUBLIC POLICY</b>			
<b>S05</b>	Public policy positions and participation in public policy development and lobbying.		See response to 4.13. Our New Sourcing Commitments (p. 17) Supporting Women's Empowerment (p. 29) Responsible Product Marketing (pp. 46-47) Greenhouse Gas Emissions and Energy Use (p. 62) Sustainable Packaging (p. 71) See also our website at <a href="http://investor.kelloggs.com/investor-relations/corporate-governance/political-contributions-policy/default.aspx">http://investor.kelloggs.com/investor-relations/corporate-governance/political-contributions-policy/default.aspx</a>

## SOCIAL: PRODUCT RESPONSIBILITY

### CUSTOMER HEALTH AND SAFETY

<b>PR1</b>	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.		Product Safety and Quality (pp. 48-49)
<b>FP5</b>	Percentage of production volume manufactured in sites certified by an independent third party according to internationally recognized food safety management system standards.		Product Safety and Quality (pp. 48-49)
<b>FP6</b>	Percentage of total sales volume of consumer products, by product category, that are lowered in saturated fat, trans fats, sodium and sugars.		Innovations and Renovations (pp. 41-44)
<b>FP7</b>	Percentage of total sales volume of consumer products, by product category sold, that contain increased fiber, vitamins, minerals, phytochemicals or functional food additives.		Innovations and Renovations (pp. 41-44)

### PRODUCT AND SERVICE LABELLING

<b>PR3</b>	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.		Packaging and Labeling (p. 45)
<b>FP8</b>	Policies and practices on communication to consumers about ingredients and nutritional information beyond legal requirements.		Health and Wellness Education and Research (pp. 38-40) Innovations and Renovations (pp. 41-44) Packaging and Labeling (p. 45)

### MARKETING COMMUNICATIONS

<b>PR6</b>	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.		Responsible Product Marketing (pp. 46-47)
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### COMPLIANCE

<b>PR9</b>	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.		
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PERFORMANCE INDICATOR	DESCRIPTION	REPORTED	LINK/DIRECT ANSWER
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## ANIMAL WELFARE

### BREEDING AND GENETICS

FP9	Percentage and total of animals raised and/or processed, by species and breed type.	<input type="radio"/>
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### ANIMAL HUSBANDRY

FP10	Policies and practices, by species and breed type, related to physical alterations and the use of anaesthetic.	<input type="radio"/>
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FP11	Percentage and total of animals raised and/or processed, by species and breed type, per housing type.	<input type="radio"/>
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FP12	Policies and practices on antibiotic, anti-inflammatory, hormone, and/or growth promotion treatments, by species and breed type.	<input type="radio"/>
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### TRANSPORTATION, HANDLING AND SLAUGHTER

FP13	Total number of incidents of non-compliance with laws and regulations, and adherence with voluntary standards related to transportation, handling, and slaughter practices for live terrestrial and aquatic animals.	<input type="radio"/>
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