

What About Me? Attracting Top Talent in a Shifting Job Market

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Kellanova



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New Kellanova research highlights what job seekers are looking for in their next employer

Key Insights

1

Job seekers universally view attributes that benefit their individual careers and wellbeing as most appealing when it comes to work experience. 95% of respondents want a workplace that rewards them for the impact they make and 94% want the opportunity to unleash their potential and become their best. 92% of candidates expect their employer to place a priority on their wellbeing.

2

There is high value placed on programs and benefits that foster flexibility. 64% of respondents rated paid time off (PTO) and leave policies as a must-have and 37% felt that a hybrid office environment was a differentiator.

3

While healthcare benefits lead in the U.S. and Canada (62%), healthcare benefits and financial incentives are both the most expected benefits and the benefits most likely to increase interest in a company. Continuing education and skills-based training paid for by an employer followed closely behind.

4

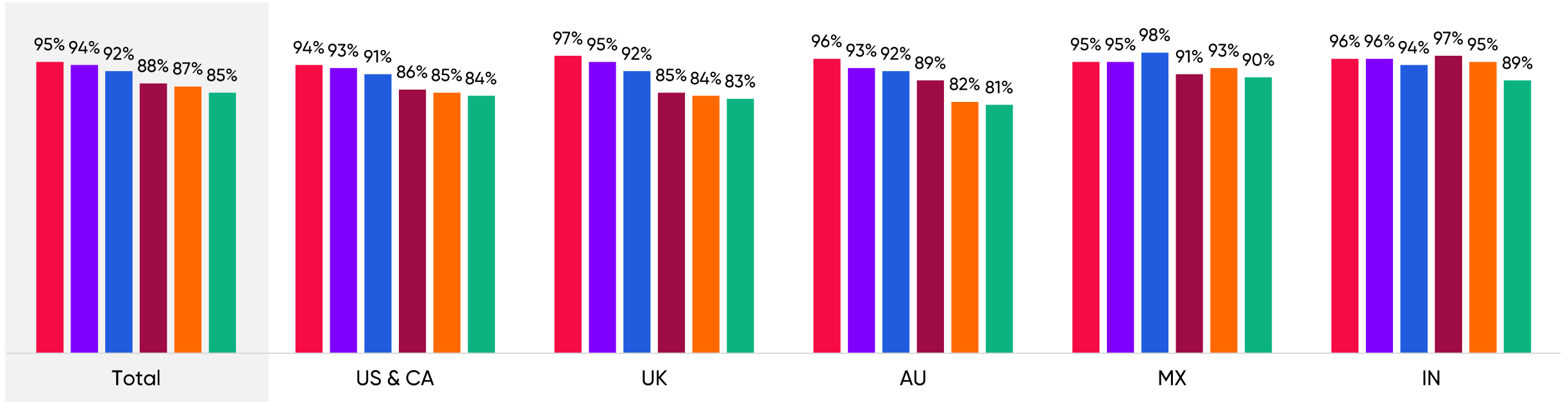
Career development is the top must-have for students (64%) – outpacing PTO and leave policies (63%) and compensation (57%) – emphasizing the importance of investment in skills and growth.

5

Job seekers take notice of a company's legacy and brands. About 40% of respondents consider history of philanthropy and commitment to sustainability as differentiators. 39% consider a company's longstanding relationship with consumers/customers and a portfolio of beloved brands as differentiating.

The employee experience, particularly elements that benefit the individual, is appealing to respondents across geographies.

% Rating Very/Somewhat Appealing



- You'll be rewarded for the difference you make.
- This is the place to unleash your potential and become your best.
- Nourishing your wellbeing is core to who we are.
- You'll work on ambitious teams with colleagues who champion and challenge each other and win together.
- We are ambitiously pursuing our vision to be the best and win in the market, and you'll help shape our future.
- You'll be part of a company that is guided by our purpose.

PTO, compensation, development, EDI, and wellbeing are "must-haves" across most countries surveyed.

% of Respondents Rating a "Must-Have"	Total	US & Canada	UK	Australia	Mexico	India
Paid time off/vacation and leave policies	64%	66%	70%	67%	52%	57%
Market competitive base pay and incentive compensation	60%	60%	62%	62%	56%	58%
Grow and develop	58%	56%	63%	59%	47%	64%
Equity, diversity and inclusion	58%	54%	63%	62%	50%	60%
Employees to bring their best selves to work	51%	49%	50%	54%	49%	58%
Environment where people can take bold action	49%	46%	47%	50%	46%	61%
Live our values of integrity, courage, and accountability every day	48%	48%	44%	48%	46%	59%
Use your unique skills and expertise	48%	47%	44%	47%	47%	62%
Passionate, inclusive, and results-oriented teams	47%	45%	46%	50%	40%	56%
Hybrid office environment	43%	37%	43%	50%	37%	53%
People are our competitive advantage	42%	37%	40%	39%	37%	60%
Advancing sustainable and equitable access to food	32%	31%	26%	26%	37%	51%
Beloved and differentiated brands	32%	29%	27%	25%	36%	52%
Part of consumers' lives for more than a century	29%	26%	24%	21%	34%	50%
Company founded by a philanthropist	22%	21%	17%	16%	24%	41%

A company's founder, brands, hybrid workplace, and longevity are recognized as differentiators for potential talent.

% of Respondents Rating a "Differentiator"	Total	US & Canada	UK	Australia	Mexico	India
Company founded by a philanthropist	40%	39%	42%	44%	45%	31%
Beloved and differentiated brands	39%	39%	41%	43%	35%	32%
Hybrid office environment	37%	40%	34%	35%	44%	34%
Advancing sustainable and equitable access to food	37%	37%	40%	38%	37%	30%
Part of consumers' lives for more than a century	37%	36%	41%	41%	35%	29%
People are our competitive advantage	35%	36%	36%	37%	38%	26%
Environment where people can take bold action	33%	35%	35%	34%	32%	25%
Use your unique skills and expertise	33%	33%	35%	34%	31%	26%
Passionate, inclusive, and results-oriented teams	32%	33%	31%	33%	32%	31%
Live our values of integrity, courage, and accountability every day	32%	32%	35%	32%	31%	25%
Employees to bring their best selves to work	31%	32%	32%	30%	32%	27%
Grow and develop	27%	27%	25%	28%	34%	24%
Market competitive base pay and incentive compensation	26%	26%	26%	25%	27%	26%
Equity, diversity and inclusion	24%	25%	22%	22%	28%	25%
Paid time off/vacation and leave policies	24%	23%	21%	20%	32%	28%

Career development is the top "must-have" for students in US/Canada, UK and India, emphasizing the importance of investment in skills and growth. There are nuanced differences across countries surveyed.

% of Students Rating a "Must-Have"	Total	US & Canada	UK	Australia	Mexico	India
Grow and develop	64%	69%	69%	59%	48%	67%
Paid time off/vacation and leave policies	63%	68%	69%	57%	57%	49%
Equity, diversity and inclusion	61%	60%	61%	71%	60%	57%
Market competitive base pay and incentive compensation	57%	61%	52%	57%	55%	55%
Use your unique skills and expertise	53%	54%	51%	49%	51%	59%
Employees to bring their best selves to work	53%	49%	51%	55%	63%	55%
Passionate, inclusive, and results-oriented teams	51%	53%	51%	53%	43%	52%
Environment where people can take bold action	51%	48%	48%	59%	49%	57%
Live our values of integrity, courage, and accountability every day	50%	50%	51%	47%	44%	61%
People are our competitive advantage	42%	38%	41%	37%	44%	57%
Hybrid office environment	40%	40%	37%	48%	36%	43%
Advancing sustainable and equitable access to food	37%	39%	29%	35%	48%	41%
Beloved and differentiated brands	31%	29%	25%	21%	36%	52%
Part of consumers' lives for more than a century	29%	29%	24%	15%	32%	49%
Company founded by a philanthropist	23%	20%	20%	15%	27%	43%

Students consider a hybrid work environment to be particularly differentiating in most countries surveyed.

% of Students Rating a "Differentiator"	Total	US & Canada	UK	Australia	Mexico	India
Hybrid office environment	40%	40%	39%	32%	45%	44%
Beloved and differentiated brands	39%	41%	39%	48%	33%	33%
Advancing sustainable and equitable access to food	38%	37%	41%	41%	27%	39%
Company founded by a philanthropist	37%	39%	35%	45%	35%	32%
People are our competitive advantage	34%	39%	34%	28%	37%	27%
Part of consumers' lives for more than a century	33%	33%	39%	35%	27%	24%
Environment where people can take bold action	33%	38%	33%	29%	29%	25%
Live our values of integrity, courage, and accountability every day	31%	33%	33%	29%	36%	20%
Passionate, inclusive, and results-oriented teams	30%	29%	27%	29%	33%	36%
Market competitive base pay and incentive compensation	30%	31%	30%	28%	27%	29%
Employees to bring their best selves to work	29%	31%	29%	29%	25%	29%
Use your unique skills and expertise	28%	30%	25%	27%	32%	27%
Paid time off/vacation and leave policies	25%	21%	23%	24%	28%	35%
Grow and develop	23%	23%	19%	28%	29%	21%
Equity, diversity and inclusion	23%	27%	21%	17%	24%	23%

Benefit expectations are fairly consistent across geographies, led by healthcare and other financial incentives.

Benefits expected	Total	US & Canada	UK	Australia	Mexico	India
Healthcare benefits	43%	62%	30%	26%	49%	46%
Pension/retirement plan, including employer contributions	36%	35%	46%	22%	39%	27%
Regular performance-based bonuses	34%	29%	31%	33%	48%	36%
Competitive paid time off	29%	34%	36%	36%	15%	13%
Ability to work remotely	29%	27%	34%	34%	20%	27%
Continuing education and skills-based training paid for by employer	24%	16%	25%	29%	27%	29%
Employee assistance programs for mental health and wellness	22%	17%	21%	26%	22%	28%
Ability to work onsite at least some of the time	21%	14%	20%	23%	27%	29%
Parental leave	18%	16%	22%	28%	12%	13%
Sign-on bonus	12%	19%	7%	12%	8%	11%
Child-care support program, including emergency childcare	11%	9%	13%	8%	12%	15%
Equity/stock purchase options/ long-term incentives	9%	9%	7%	11%	9%	15%
Fertility benefits	4%	3%	3%	6%	2%	4%
Charity/non-profit donation matching	2%	2%	2%	2%	3%	2%

Similarly, benefits like healthcare and other financial incentives increase interest in a company, but there are nuanced differences across countries surveyed.

Benefits that would increase interest	Total	US & Canada	UK	Australia	Mexico	India
Healthcare benefits	36%	41%	32%	28%	43%	39%
Regular performance-based bonuses	34%	28%	35%	35%	43%	32%
Ability to work remotely	33%	35%	36%	36%	24%	30%
Competitive paid time off	28%	32%	34%	33%	17%	14%
Pension/retirement plan, including employer contributions	26%	26%	27%	15%	33%	29%
Continuing education and skills-based training paid for by employer	24%	20%	24%	23%	28%	30%
Sign-on bonus	23%	31%	22%	27%	13%	14%
Ability to work onsite at least some of the time	22%	17%	19%	24%	29%	28%
Employee assistance programs for mental health and wellness	19%	16%	16%	21%	19%	27%
Parental leave	14%	12%	16%	18%	13%	11%
Child-care support program, including emergency childcare	13%	12%	15%	11%	13%	15%
Equity/stock purchase options/ long-term incentives	13%	15%	11%	13%	8%	17%
Fertility benefits	5%	6%	5%	6%	2%	5%
Charity/non-profit donation matching	4%	5%	3%	4%	4%	4%

The most trusted sources of information when considering a company include company employees and website, and career sites. Students prefer friends and family.

	Total		US & Canada		UK		Australia		Mexico		India	
	Employees	Students	Employees	Students	Employees	Students	Employees	Students	Employees	Students	Employees	Students
Company employees	34%	27%	37%	27%	37%	24%	35%	28%	32%	31%	25%	27%
Career websites or apps, (e.g., Indeed.com, Handshake, Glassdoor)	35%	29%	37%	30%	36%	30%	31%	27%	33%	28%	33%	28%
Company website	33%	31%	32%	32%	35%	37%	34%	31%	32%	32%	34%	17%
Friends and family	26%	33%	31%	36%	26%	35%	31%	40%	21%	27%	17%	19%
LinkedIn	27%	26%	19%	27%	28%	29%	29%	33%	25%	15%	40%	21%
Online forums, like Reddit	15%	16%	18%	21%	15%	17%	18%	13%	7%	7%	13%	11%
Social media, like Facebook or Instagram	19%	15%	17%	13%	17%	13%	16%	17%	24%	23%	26%	16%
Workplace awards	15%	10%	14%	8%	16%	10%	10%	8%	11%	11%	21%	19%
Company leadership	12%	9%	13%	8%	9%	7%	10%	7%	11%	7%	16%	20%
Company recruiters	14%	11%	10%	9%	12%	8%	13%	4%	23%	19%	19%	24%
University/college alumni network	7%	17%	7%	17%	6%	15%	5%	17%	10%	15%	8%	23%
University/college career fairs	7%	16%	7%	19%	5%	17%	5%	9%	17%	21%	4%	11%
Podcasts	4%	4%	5%	3%	4%	3%	5%	4%	3%	4%	3%	7%
PR and media coverage of employers	7%	6%	5%	4%	8%	4%	6%	8%	10%	16%	4%	7%
University/college recruiting counselors	5%	14%	5%	14%	4%	15%	4%	20%	5%	7%	7%	13%
Television commercials	4%	4%	4%	6%	4%	1%	3%	4%	4%	5%	4%	5%
Magazine or newspaper articles	6%	8%	4%	10%	4%	6%	5%	1%	7%	9%	13%	12%
Radio commercials	2%	2%	3%	2%	2%	1%	2%	3%	2%	4%	2%	1%
Other	1%	0%	1%	1%	1%	0%	1%	0%	0%	0%	0%	0%

Survey Methodology

Format	Online survey commissioned by Kellanova and executed by Brunswick Insight
Dates	April 11 th , 2024 – April 17 th , 2024
Audiences and markets	Students and employees, aged 21–45 in: <ol style="list-style-type: none">1. US and Canada2. UK3. Mexico4. Australia5. India
Sample size	Total n=3,500 (2,925 employees and 575 students) <ol style="list-style-type: none">1. US and Canada: n=1,000 (800 employees, 200 students)2. UK: n=1,000 (850 employees, 150 students)3. Mexico: n=500 (425 employees, 75 students)4. Australia: n=500 (425 employees, 75 students)5. India: n=500 (426 employees, 75 students)
Margin of error	<ol style="list-style-type: none">1. US/Canada: +/- 3%2. Mexico: +/- 4%3. UK: +/- 4%4. Australia: +/- 4%5. India: +/- 4%

About Kellanova

Kellanova (NYSE: **K**) is a leader in global snacking, international cereal and noodles, and North America frozen foods with a legacy stretching back more than 100 years. Powered by differentiated brands including *Pringles*®, *Cheez-It*®, *Pop-Tarts*®, *Kellogg's Rice Krispies Treats*®, *RXBAR*®, *Eggo*®, *MorningStar Farms*®, *Special K*®, *Coco Pops*®, and more, Kellanova's vision is to become the world's best-performing snacks-led powerhouse, unleashing the full potential of our differentiated brands and our passionate people. Our net sales for 2023 were \$13 billion.

At Kellanova, our purpose is to create better days and ensure everyone has a seat at the table through our trusted food brands. We are committed to promoting sustainable and equitable food access by tackling the crossroads of hunger, sustainability, wellbeing, and equity, diversity & inclusion. Our goal is to create Better Days for 4 billion people by the end of 2030 (from a 2015 baseline). For more detailed information about our commitments, our approach to achieving these goals, and methodology, please visit our website at <https://www.kellanova.com>.