

2019 PERFORMANCE METRICS

Our Sustainability Reporting Suite includes multiple resources available online that explain our approach to help build a more sustainable food system. This document reflects progress against our sustainability goals, as they were structured in 2019. For detail on how we measure performance against these goals, see the Calculation Methodology page on our [ESG Topics A-Z](#).

AGRICULTURE



Goal	2016	2017	2018	2019	2020 Target	2019 Comments
Agriculture Advance environmental, social, and economic benefits to communities around the world by supporting practices and technologies that promote improved farmer livelihoods and agricultural resiliency.						
Achieve 100% sustainably sourced ¹ potato, whole corn, oats, and oranges by 2020	0%	24%	51%	Nearly 80%	100%	Percentage of volume sustainably sourced and verified by a third party.
Achieve 100% sustainably sourced ¹ palm oil by 2020	16%	32%	52%	82%	100%	Progress based on volume of certified sustainable palm oil meeting RSPO standard.
Achieve 100% sustainably sourced ¹ cane sugar by 2020	0%	34%	58%	86%	100%	Progress based on volume of certified sustainable cane sugar meeting Bonsucro or equivalent standard.
Achieve sustainably sourced ¹ priority raw materials based on business needs by 2025	– ²	15%	23%	12% ³	100% (2025 Target)	

¹ "Sustainably sourced" refers to meeting the independently verified environmental, social, and economic principles of PepsiCo's Sustainable Farming Program, enabling continuous improvement, best practices, and positive outcomes for farmers, communities, and the planet

² Data for this time period not available

³ Scope of goal was expanded in 2019 to include additional raw materials identified through a materiality assessment



Goal	2016	2017	2018	2019	2025 Target	2019 Comments
Water Drive water security to assure business continuity while positively contributing to communities.						
Improve water-use efficiency by 15% in our agricultural supply chain (focused on corn and potatoes) in high water-risk areas by 2025 ¹	– ²	– ²	3%	– ³	15%	High water-risk locations defined by WRI's Aqeduct tool.
Improve operational water-use efficiency by 25% in high water-risk areas by 2025 ⁴	1% ⁵	2% ⁵	4% ⁵	9%	25%	Between 2006–2015, water-use efficiency improved by 25.8% in all global legacy operations.
Replenish 100% of the water we use in manufacturing operations in high water-risk areas by 2025	9% ⁶	11% ⁶	8% ⁶	10%	100%	Replenishment benefits claimed for local activities are capped at 100% to prevent overachieving projects from inflating global progress measurements.
Adopt the Alliance for Water Stewardship Standard as our vehicle for water advocacy in high water-risk areas by 2025	Our actions include: <ul style="list-style-type: none"> • Advocating for the adoption of smart water policies and regulations • Sharing information and best practices with water stakeholders • Supporting public education and training for consumers and communities 			At the end of 2019, we had 3 high water-risk facilities in progress of adopting the Alliance for Water Stewardship Standard.		For more information, visit the Water page on our ESG Topics A-Z .
Deliver safe water access to 25 million people by 2025	11 million	16 million	22 million	44 million	25 million	Metric counts the cumulative number of people provided with access to safe water since 2006.

¹ 15% improvement target measured versus a 2015 baseline

² Data for this time period not available

³ To focus efforts on implementing sustainable practices, we currently intend to collect and publish agricultural water-use efficiency data every three years

⁴ 25% improvement target measured versus a 2015 baseline

⁵ Prior period results for this metric have been adjusted to reflect calculations for high water-risk sites only

⁶ Prior period results for this metric have been expanded to measure volume of water used in previous year; previously measured volume of water consumed



PACKAGING



Goal	2016	2017	2018	2019	2025 Target	2019 Comments
Packaging Fundamentally change the way the world interacts with our packaging to deliver our vision of a world where plastics need never become waste.						
Design 100% of packaging to be recyclable, compostable, or biodegradable by 2025	– ¹	87% ²	88% ²	88%	100%	
Increase recycled content in our plastics packaging to 25% by 2025	– ³	3%	3%	4%	25%	
Reduce 35% of virgin plastic content across our beverage portfolio by 2025	– ⁴	– ⁴	– ⁴	1%	35%	
Invest to increase recycling rates in key markets by 2025	Our actions include: <ul style="list-style-type: none"> • Educating and encouraging consumers to recycle • Partnering to increase and improve recycling infrastructure and building solutions for current and future material streams 					Further information on partnerships, including with The Recycling Partnership, the Alliance to End Plastic Waste, and Circulate Capital, are detailed on the Packaging page of our ESG Topics A-Z .

¹ All data for this time period is not available

² Prior period results for this metric have been adjusted to reflect enhanced calculation methodology and data availability

³ Target established in 2017

⁴ Target established in 2019



PRODUCTS



Goal	2016	2017	2018	2019	2025 Target	2019 Comments
Products						
Reduce added sugars, sodium, and saturated fats.						
≥ 67% of beverage portfolio volume will have ≤100 Calories from added sugars per 12oz. serving by 2025	40% ¹	40% ²	44% ³	47% ⁴	67%	Our global progress is based on our Top 26 Beverage markets, which represent 79% of our global beverage volume as of 2019.
≥ 75% of foods portfolio volume will not exceed 1.3 milligrams of sodium per Calorie by 2025	54% ¹	56% ²	58% ³	61%	75%	Our global progress is based on our Top 23 Foods markets, which represent 90% of our global foods volume as of 2019.
≥ 75% of foods portfolio volume will not exceed 1.1 grams of saturated fat per 100 Calories by 2025	66% ¹	61% ²	61% ³	62%	75%	Our global progress is based on our Top 23 Foods markets, which represent 90% of our global foods volume as of 2019.

¹ Represents Top 10 markets. Top 10 markets represent 63% of beverages volume and 79% of foods volume as of 2016.

² As of 2017, Top 26 Beverage markets represent 80% of our global beverages volume and Top 23 Foods markets represents 90% of our global foods volume

³ As of 2018, Top 26 Beverage markets represent 80% of our global beverages volume and Top 23 Foods markets represents 89% of our global foods volume

⁴ 2019 results reflect the inclusion of the SodaStream portfolio



Goal	2016	2017	2018	2019	2030 Target	2019 Comments
Climate Do our part to curb climate change by reducing greenhouse gas (GHG) emissions across our value chain.						
Scope 1 & 2: Reduce absolute greenhouse gas (GHG) emissions by at least 20% by 2030 ¹	1%	2%	7%	9%	20%	
Scope 3: Reduce absolute greenhouse gas (GHG) emissions by at least 20% by 2030 ¹	- ²	- ²	3%	5% ³	20%	
Total Emissions: Reduce absolute greenhouse gas (GHG) emissions by at least 20% by 2030 ¹	- ²	- ²	3%	6% ³	20%	

¹ 20% improvement target measured versus a 2015 baseline

² All data for this time period is not available

³ Beginning in 2019, we enhanced our calculation methodology. For baseline years 2015 and 2018, data has been recalculated utilizing this enhanced methodology. Where 2019 transport data was not available, we used 2018 data as a proxy.



Goal	2016	2017	2018	2019	2025 Target	2019 Comments
Human Rights Advance respect for human rights by using PepsiCo's capabilities and scale.						
Drive fair and safe working conditions throughout our value chain by addressing our most salient human rights issues	Our actions include: <ul style="list-style-type: none"> • Embedding respect for human rights throughout our business and value chain • Conducting ongoing due diligence • Engaging with our stakeholders and driving collaborative action • Providing effective grievance mechanisms and access to remedy 					Please see our 2019 Human Rights Report for detailed information on our approach, ongoing initiatives, and progress in addressing our salient human rights issues.
Extend the principles of our Supplier Code of Conduct to all of our franchisees and joint ventures by 2025	Our actions include: <ul style="list-style-type: none"> • Establishing a formal program to engage our franchisees and joint ventures • Engaging our franchisees and joint ventures on our human rights agenda 					Please see the Policy Framework Section of our 2019 Human Rights Report for detailed information on our work to extend the principles of our Supplier Code of Conduct to our franchisee and joint ventures.
Diversity Promote a diverse and inclusive workplace.						
Achieve gender parity by 2025 in management roles	38%	39%	40%	41%	50%	% of women in management roles.
Sustain our pay equity program	Women and men are paid within 1% of each other (base compensation) ¹				100%	U.S. and U.K. included in 2016 analysis. 21 countries included in 2017 analysis. 33 countries included in 2018 analysis. 69 countries included in 2019 analysis, representing 99% of salaried population.
Prosperity Increase the earnings potential of women to drive economic growth and increase food security.						
Invest \$100 million by 2025 to provide 12.5 million women with essential resources for workforce readiness and in programs that empower women in the food system and farming	\$6.7 million	\$14.3 million	\$27.3 million	\$38.5 million	\$100 million	Cumulative investments. These are funded by both PepsiCo and the PepsiCo Foundation.

¹ After controlling for legitimate drivers of pay; analysis excludes frontline

Organizational changes (e.g. acquisitions, mergers, divestitures) are evaluated to determine if they have a statistically significant impact to sustainability metric performance. As data becomes available, all reported years for impacted metrics are recast to consistently reflect organizational changes.