

A  
space  
to be  
you

PepsiCo  
Global DE&I  
Annual Report  
2022



A  
space  
to be



PepsiCo is committed to fostering a diverse workforce and creating a collaborative, equitable and inclusive space. A place where everyone, regardless of what we look like, where we come from or whom we love, has a voice. Where we can be open about our identity, our story, our highs and our lows. Because when we have a space to be us, we can deliver more smiles, and build a more positive environment for our people, business partners, and communities.

**PepsiCo DE&I**

**Our partner agency**

Brandbuch is a woman-owned boutique agency helping companies place purpose at the center of growth. The founder, [Melissa Buch](#), grew up in Barcelona with her Argentinean father and Moroccan mother, and has since lived in three different countries. This diverse background has inspired her to build a remote team based everywhere from Zurich to Toronto, Barcelona to London. Multidisciplinary, multicultural, and purpose-driven.

For Brandbuch, DE&I in the workplace is a space where everyone feels supported inside and out. No pressure to fit in. Just the freedom to evolve in their own way. Learn more at [brandbuch.com](https://brandbuch.com).



# Positive action for people and planet



PepsiCo Positive (pep+) is our end-to-end transformation strategy for creating growth and shared value with sustainability and human capital at the center. With pep+, we want to drive action and help build a more sustainable future for people and the planet.

Our company was built on the foundation that we thrive because of our diversity. We believe we have a responsibility and a unique opportunity to help tackle societal inequalities. As we help to build a circular and more inclusive value chain, we will work to advance human rights and diversity, equity, and inclusion for our people, in our business partnerships, and in the communities we serve.

From how we source ingredients to how we improve livelihoods throughout our supply chain, we can contribute to a better workplace and world.

 [Learn more about our pep+ strategy and actions.](#)



# Table of contents

## How to use this report

We've designed this document to be easy to read and navigate. We've added audio and video to make this document more accessible for people with disabilities. You can find your way around with the links, chapters, and icons.



Hear the story



Watch the story



Learn more

## Welcome

- Glossary of key DE&I terms 5
- A space to win 6
- A space to progress even further 7
- A legacy of leading with diversity 8
- Making progress one person at a time 9
- Beyond the numbers 10

## A space for people to be themselves

- Discover and attract new talent 13
- Retain and develop diverse talent 15
- Foster an inclusive environment 18

## A space for business partners to progress

- Invest in diverse suppliers 22
- Strengthen diverse-owned businesses 23
- Amplify diverse voices 25

## A space for communities to thrive

- Meet the needs of our local communities 29
- Unlock opportunities and cultivate future talent 30
- Catalyze positive change 31

## A space where everyone belongs

- Living The PepsiCo Way 35
- Never give up on your dreams 36
- Employee Resource Groups: The heart of our culture 37
- Employee Resource Groups: Building a more inclusive community around the world 38

# Glossary of key DE&I terms

We're making our language more inclusive. Here are a few key terms:

**Allyship:** When someone of a non-marginalized identity supports and acts in solidarity with people who've experienced marginalization, discrimination or violence. The term "being an ally" can apply to a range of social issues. It normally refers to individual actions and education to support causes and people close to us. This is different to advocacy and activism, which are about working together with others to challenge systems and bring about change.

**Diversity:** Different and multiple characteristics making up individual and collective identities. These can include race, gender, age, religion, sexual orientation, ethnicity, national origin, socioeconomic status, language and physical ability.

**Employee Resource Group (ERG):** A support system for identity groups within PepsiCo, led by associates identifying with the groups, and their allies.

**Equality:** Ensuring everyone gets the same things in order to enjoy full, healthy lives. Equality aims to promote fairness and quality treatment, but it can only work if everyone has access to the same tools needed to succeed.

**Equity:** Depending on what they have access to, different people need different things to enjoy full, healthy lives. Equity is the state, quality or ideal of being just, impartial and fair, and involves trying to understand and give people what they need. It means ensuring processes and programs are impartial, fair and provide equal possible outcomes for every individual. Equity isn't just a desired situation or a lofty value. To be achieved and sustained, it needs to be thought of as a structural and systemic concept.

**Ethnicity:** A social construct dividing people into smaller social groups. These groups are normally based on characteristics like a shared sense of group membership, values, behavioral patterns, language, political and economic interests, history, and an ancestral geographic base.

**Gender Pronouns:** A set of pronouns an individual uses and would like others to use when speaking to them. There are several types of personal pronouns used for different groups and identities, including gendered, gender neutral and gender inclusive. The list of personal pronouns is always evolving.

**Historically Marginalized / Historically Excluded:** Groups who have been relegated to the lower or peripheral edge of society. Many groups were (and some continue to be) denied full participation in mainstream cultural, social, political, and economic activities.

**Inclusion / Belonging:** Creating environments where any individual or group feels welcome, respected, supported and valued enough to fully participate.

**Individual with Disability:** An individual that has a physical or mental impairment that substantially limits one or more major life activities, according to the definition shared by the Americans with Disabilities Act of 1990.

**LGBTQ+:** Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Questioning, Two-Spirit, Asexual, and Ally. Although all the identities within LGBTQ+ are grouped together in this acronym, there are specific needs and concerns related to each individual identity.

**Multicultural Competency:** The ability to understand, appreciate and interact with people who identify with cultures and/or belief systems different to our own. This multicultural competency leads to enhanced and effective communication that can strengthen relationships.

**pep+:** Announced in 2021, pep+ (PepsiCo Positive) is a fundamental transformation of what we at PepsiCo do, and how we do it, to create growth and shared value with sustainability and human capital at the center. pep+ will guide PepsiCo's business — how we

operate within planetary boundaries and inspire positive change for the planet and people.

**Racial Equality Journey (REJ):** In 2020, we launched our Racial Equality Journey Initiative — a set of commitments worth more than \$570 million USD over five years. The aim is to increase Black and Hispanic representation at PepsiCo, support Black and Hispanic-owned businesses, increase diverse representation, elevate diverse voices in our content, and help create economic opportunities in Black and Hispanic-American communities.

**Self-identification:** We want to mirror the workforce availability of the communities where we operate. By encouraging self-identification, we can better understand the makeup of our workforce. This helps us see the needs within our workforce, measure our impact and drive an inclusive culture. Associates can voluntarily choose aspects of self-identification, like sexual orientation and gender identity (SOGI), veteran status or military spouse status, disability status and caregiver disability status.

**Workforce Availability:** In the U.S., workforce availability is the estimated number of qualified people of color and women available for employment in a job group. It's expressed as a percentage of all qualified persons available in that particular job group using the most current U.S. Census information.

# A space to win



At PepsiCo, Diversity, Equity, and Inclusion (DE&I) are more than just words — they’re the backbone of who we are. They give us a competitive advantage and serve as the foundation of a winning mentality within our company.

Going back to our first Black sales team in the 1940s and Harvey C. Russell in the 1960s, PepsiCo has a rich history of leading with DE&I. Today, we’re committed to building on that legacy, making DE&I a foundational part of our pep+ transformation when it comes to our workforce, our partners, and our communities.

This is not only the right thing to do for society, it’s also critical to the long-term success of our business. The more we lean into DE&I, the better we are at meeting the needs of our consumers and customers in more than 200 countries and territories, and the faster we can grow our business and create value for our stakeholders.

I’m proud of the measurable progress we made in 2022. We’re on track to achieve 50% of women in managerial roles globally by 2025, we’re within touching distance of achieving our U.S. goal to increase Black representation at the manager level to reflect workforce availability, and we’ve already achieved our goal for Hispanic managerial representation — three years ahead of schedule.

This progress is not just happening in a few major cities, or just in our biggest territories. We’re driving real change around the world. Whilst we know there’s more to do, we’re trending in the right direction, increasing diversity at the managerial level,

continuing to invest in more diverse suppliers across our value chain, enhancing the prosperity of our local communities, and, very importantly, building a culture that is welcoming and celebrates our differences.

Wherever you find PepsiCo, you’ll find a space to be you — workplaces that are open to everyone, no matter who you are, where you come from, or what you believe in. In this year’s report, you’ll see and hear many stories from our associates around the world who illustrate how we’re bringing this concept to life, including:

- **Ola Essam**, Human Resources (HR) Business Partner for Supply Chain in Egypt, who supports our She Works Wonders program. This PepsiCo Egypt initiative, supported by the PepsiCo Foundation, focuses on boosting women’s access to careers in male-dominated fields. Through training, mentorship, and field visits, it aims to increase female representation in sales and supply chain roles.
- **Sofia Aguirre**, an HR Coordinator, and sisters **Silvana Cinco** and **Diana Cinco**, who work in PepsiCo México Food Sales and have a hearing disability. They’re teaching Mexican Sign language to associates to help aid communication with the deaf community and build an even more inclusive workplace.
- **Floor Wijgergangs** and **Maartje Kraan** are project leaders for Beautiful Start, which helps provide opportunities for refugees in the Netherlands. Through their efforts, we’re welcoming talented people into our workforce who otherwise might never have had the chance to tap into their full potential.

Thanks to associates like these, and the outstanding talent, dedication, and passion that flows throughout PepsiCo, we’re making real and lasting progress — not just for our company and our people, but for our partners and our communities, too.

In the months and years ahead, we’ll continue advancing our DE&I agenda with transparency and accountability. As the needs of our workforce evolve, we will follow suit. Our history has taught us that we are on a journey. We are striving to reach a state where we continuously understand the needs of our associates, refining our tools and resources, and optimizing our impact along the way.

We’re dedicated to working with our associates, our partners, and our communities, so we can ensure DE&I remains embedded into the fabric of our business and guides our actions. My deepest thanks to all of you who have played a critical role in our journey up to this point, and I look forward to continuing to Raise the Bar on Talent and Diversity together.

**Ramon Laguarta (he/him)**  
Chairman & CEO



Hear Ramon’s quote.

# A space to progress even further

“ At PepsiCo, our DE&I efforts are to create a space where our associates can achieve their maximum potential, our business partners can progress, and our communities can thrive. Our rich legacy serves as a compass for improvement; and this year’s report is a testament to our continued evolution. While there’s more work to be done, we remain committed and steadfast in our journey by harnessing the power and passion of the changemakers in this report — all of whom are united in their efforts to achieve a common goal of creating a more equitable workplace and society. I hope you enjoy their stories as much as I do. ”

**Tina Bigalke (she/her)**  
Global Chief Diversity, Equity & Inclusion Officer



 Hear Tina's quote.

“ By connecting and collaborating across the organization and across borders, we’ve remained focused on progressing toward our diversity goals. We’ve increased women representation in managerial roles globally; we’ve improved our culture of inclusion resulting in closing the gaps on employee sentiment across cohorts; we’ve helped to open the doors of economic opportunity in underserved communities through our college scholarship programs having granted 1,500 scholarships to Black and Hispanic students in the U.S. alone; we’re continuing to catalyze positive change for society having helped empower more than 500,000 women farmers around the world; and, we’re helping to uplift diverse-owned businesses with tools and resources to strengthen and grow their enterprises. While I’m incredibly proud of our efforts, we are in the business of pushing ourselves to go even further. Accordingly, we will continue to lead with intention and exercise relentless effort to drive positive impact inside of PepsiCo and beyond. ”

**Ronald Schellekens (he/him)**  
EVP, Global Chief Human Resources Officer



 Hear Ronald's quote.

 Read more about PepsiCo's DE&I efforts.

# A legacy of leading with diversity

Back in the 1940s, PepsiCo took bold steps for diversity by creating an all-Black sales force. In the 50s, we were one of the first major businesses with a woman on our board. And in the 80s, we helped the world see the power of multicultural marketing.

Our history, and our future, are defined by our diversity. From how we represent different backgrounds and lifestyles, to making our leadership more inclusive, to offering people from underserved communities equal opportunities to achieve their full potential.

We're proud to build on this legacy year after year.

## 1940s

- First major company to grant a franchise to people of color.
- First major company to hire African Americans as professionals.



## 1960s

- First major company to appoint an African American to a Vice President role, Harvey C. Russell.



## 1950s

- First company to feature a typical African American family enjoying Pepsi in a print advertising campaign. This campaign featured a boy named Ron Brown, who later became America's first African American Secretary of Commerce.
- First major company to have a woman on its Board.

## 1980s

- Pioneered multicultural music in marketing.
- Mosaic (Black) employee resource group (ERG) formed.



## 1990s

- Ethnic Advisory Board formed.
- Adelante (Hispanic) ERG formed.



## 2000s

- PepsiCo forms new ERGs: PepsiCo Asian Network (PAN), EQUAL (LGBTQ+), Women's Inclusion Network (WIN), RISE (Native American), Women of Color (WoC), and EnAble (individuals with disabilities).
- PepsiCo became the first major company to link executive bonuses to Diversity & Inclusion.
- Harvey C. Russell Chairman's Award established.



## 2010s

- 2025 Pay Equity and Gender Parity goals established.
- First female CEO of LATAM, Paula Santilli, appointed.
- First African American Sector CEO, Steven Williams, appointed.
- PepsiCo forms two ERGs: Valor (Veterans) and CONNECT (multi-generational).
- PepsiCo Pride Flags created and raised around the world.
- PepsiCo reaches milestone of spending \$23 billion+ USD with diverse suppliers.
- PepsiCo releases Policy for the Selection of Legal Services focused on improving diversity in the legal profession.
- PepsiCo publishes Diversity & Engagement Positions Report.



## 2020s

- Launched Racial Equality Journey, a more than \$570 million USD set of initiatives focused on increasing representation, and uplifting Black and Hispanic businesses and communities in the U.S.
- PepsiCo publishes new Global DE&I narrative 'A Space to be You'.



## NOW

- Implemented mandatory global unconscious bias and inclusive leadership training.
- Multicultural team created to address inequalities for historically excluded people and under-served businesses and communities.
- Expanded self-identification globally.

# Making progress one person at a time

We're committed to ensuring our programs and initiatives drive positive impact for our people around the globe.

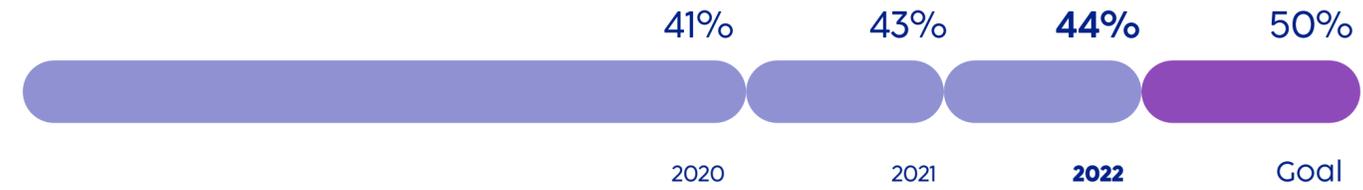


➔ For more on our U.S. Racial Equality Journey progress, please see our most recent **Black** Initiative progress update\* and Hispanic Initiative progress update\* in **English** and **Spanish**.

\*REJ Black and Hispanic Progress Updates were released in Q2 2022 and Q3 2022 respectively.

## Gender parity

We're on track to achieving 50% women in management roles globally by 2025.



## Black & Hispanic representation

We're on track to increase U.S. Black and Hispanic managerial representation to 10%, to mirror the workforce availability of our communities.

### BLACK MANAGERIAL REPRESENTATION



### HISPANIC MANAGERIAL REPRESENTATION



# Beyond the numbers

Building a diverse, inclusive, and equitable workforce is about more than living up to our morals. It's about doing what's best for our business. Because effective ideas and solutions come from people with a wide range of backgrounds and experiences.

## Driving pay equity<sup>1</sup>

We have robust, long-standing processes for managing pay programs ensuring pay equity across employee groups. By increasing the rigor of our pay equity review processes, we've achieved and sustained pay equity for our global professional population.

Men and women are currently paid within 1%<sup>2</sup> of each other

People of color<sup>3</sup> and non-minorities are paid within 1%<sup>2</sup>

## Building inclusive leaders

We're committed to building more inclusive leaders by offering development programs facilitated by diversity experts.

Each of our U.S. executives has completed mandatory Unconscious Bias and Inclusive Leadership Training.

## Supporting career development

Programs and initiatives to help build a diverse workforce.

### Pinnacle

Helping female sales associates with strong performance records develop their careers, learn leadership skills and receive mentoring from senior sales leaders.

### Transformational Leadership Program

Giving women the tools they need to elevate their business impact and fulfill their careers.

### Breakthrough Organizational Leadership Development (BOLD)

A six-month executive developmental program for Black and Hispanic managers and their direct managers.

### Million Women Mentors

Fostering mentor and mentee relationships between STEM (science, technology, engineering and mathematics) career professionals and women who aspire to these careers.

## Fostering a culture of recognition

Celebrating the success of our associates.

### Chairman's Harvey C. Russell Diversity, Equity & Inclusion Award

Honoring associates who advance PepsiCo's commitment to world-class performance in diversity, equity, and inclusion, while delivering exemplary business results.

### Chairman's Steve Reinemund Inspiring Leadership Award

Honoring senior executives who model inspiring leadership and an unwavering commitment to achieving remarkable business results, while advancing diversity, equity, and inclusion.

### Chairman's Ring of Honor

Honoring top sales performers around the world.

### Chairman's Circle of Champions

Honoring top global supply chain and operations performers around the world.

## Supporting employee well-being

Promoting the well-being of our employees helps them lead healthy and balanced lives, and provides the support they need to be more successful, personally and professionally.

### Parental leave

In the U.S., parents receive six weeks fully-paid parental leave, where eligible. Additionally, a birthing parent gets 10 weeks under the Short-Term Disability Plan for a total of 16 weeks.

### Financial well-being

Through our Healthy Money program, we help employees learn how to manage their money effectively.

### Physical well-being

We offer onsite fitness centers, on-demand fitness, and a nutrition coaching platform in select locations. In partnership with the PepsiCo Foundation, we run a global step challenge which converts activity into donations.

### Mental well-being

We have multiple programs (virtual and live) and apps to support employees building resilience and mental well-being.

<sup>1</sup>As of 2022, we implemented pay equity in 72 countries that collectively make up more than 99% of our salaried employees.

<sup>2</sup>Based on base compensation.

<sup>3</sup>Black, Hispanics, and Asians.

# A space for people to be themselves

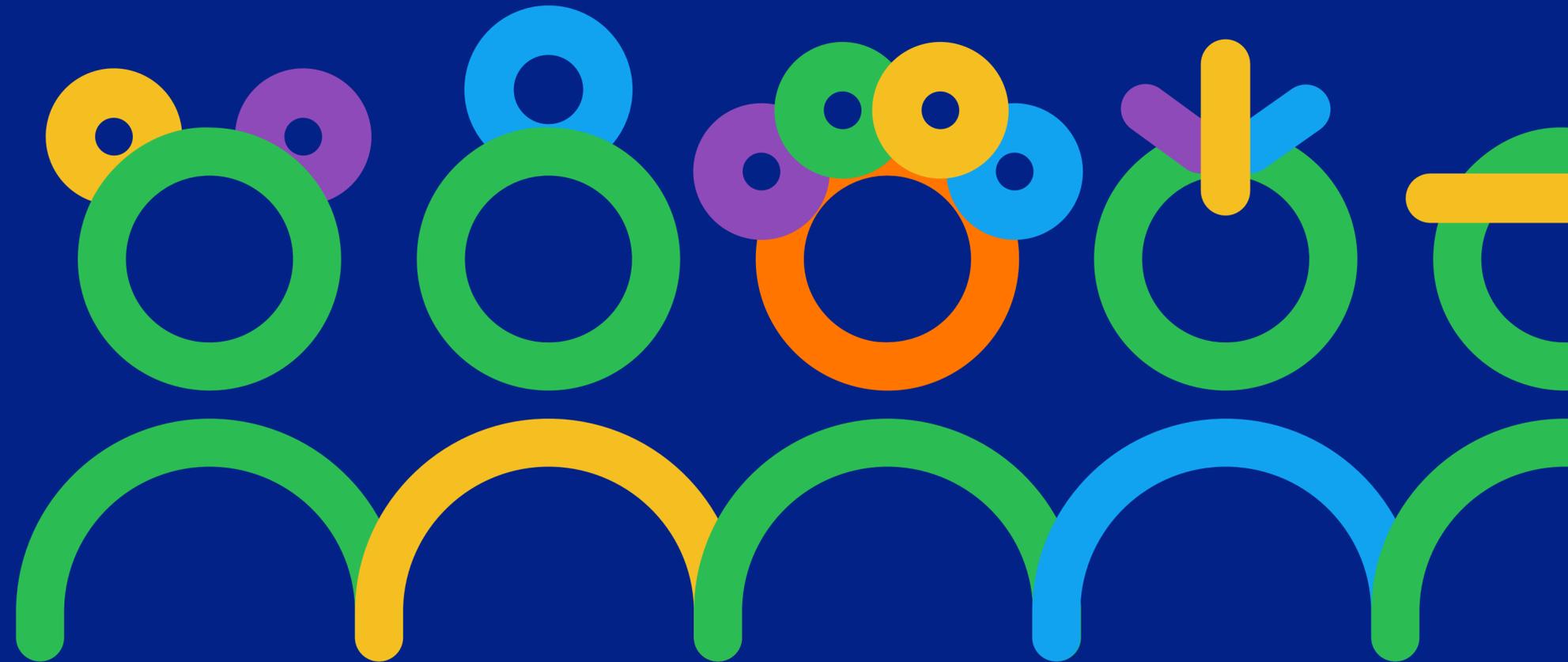
## Focus areas

Discover and attract new talent

Retain and develop diverse talent

Foster an inclusive environment

Our people have a voice. Our goal is to achieve representation mirroring the workforce availability of the communities where we operate. We also aim to build inclusive leaders across the organization and help uplift people from underserved communities around the world.



Our goal is to empower and equip 600 women, and help drive gender equality and sustainable development across Egypt.



## Taking action for gender parity

50 graduates secure internships with PepsiCo Egypt after completing the She Works Wonders program.

In November, PepsiCo Egypt held its first graduation ceremony for the She Works Wonders program. It was an opportunity to honor the **50 incredible women** who joined the program and reached the final stage, earning themselves an internship at the company with the possible conversion to a full-time position.

Launched on International Women's Day, She Works Wonders is a collaboration between PepsiCo Egypt, nonprofit INJAZ Egypt and the Ministry of Higher Education, to boost women's access to careers in male-dominated fields. The program aims to increase female representation in these fields through training, mentorship, bootcamps and field visits. In our Asia, Middle East, and Africa Sector, PepsiCo seeks to promote the role of women in the workforce, and between 2016 and 2019 **we've empowered about 16.4 million women** and supported them to enter the labor market.

 Read more about International Women's Day in Egypt.

 See more about She Works Wonders.

☞ This program gives an opportunity for us to train freshly-graduated women in fields that remain male-dominated, like sales and supply chain. ☞

**Ola Essam**  
Human Resources Business Partner, Supply Chain



● Focus area: Discover and attract new talent

## Increasing diverse representation in leadership

In Brazil, we are committed to achieve 30% Black representation in leadership roles by 2025. In 2022, we made great progress towards this goal through our Movimento Negrow. This initiative has helped us create a community of nearly 200,000 Black people on LinkedIn and build a talent bank with 1,400 resumes.

Last year, we increased Black representation within our workforce, with Black people accounting for 35% of new hires. We've also trained 58 people through our mentorship program, and **41% of them have been promoted.**

👁️ We have been focused on increasing Black representation in our workforce. This initiative in Brazil helps to make PepsiCo a more attractive employer for Black people and create a sense of belonging which reinforces our values and employer brand. 👁️

**Rodolfo Machado**  
Manufacturing Manager



 See more about the Movimento Negrow program.

 Hear from Rodolfo. (English/Portuguese)

● Focus area: Discover and attract new talent

# Creating opportunities for refugees

In September 2022, we launched A Beautiful Start, a project providing opportunities for refugees in the Netherlands. This initiative, based in Broek op Langedijk, is part of a two-year pilot created by PepsiCo Netherlands.

Through a recruitment day held at one of our plants, potential candidates had the opportunity to learn more about the company, tour the facility, and engage with employees in Human Resources and Operations. Following the successful event, **five candidates were offered roles at PepsiCo starting in 2023.**



👥 We at PepsiCo have a partnership with Refugee Talent Hub, with the belief everyone deserves a job opportunity. With this collaboration we strive for an even more diverse and inclusive workplace within PepsiCo. The first initiative that went live was the mentoring program for women with a refugee background. 🗣️

**Floor Wijergangs**  
Project Leader



Hear Floor's full quote.



👥 Diversity, equity and inclusion are highly valued at PepsiCo. Unfortunately, not everyone gets the same job opportunities in our society. It is therefore of great importance that as an organization we open the door for people with a distance to the labor markets and who are looking for a great start in their life. 🗣️

**Maartje Kraan**  
Project Leader



Listen to Maartje's full quote.



5 new hires will begin their careers with PepsiCo in 2023.



● Focus area: Retain and develop diverse talent

# Developing future supply chain leaders

In line with PepsiCo's goal to achieve gender parity in management roles globally by 2025, the UK set out to achieve this goal in its region. In 2022, the UK achieved this goal two years early. This was thanks to the teams achieving remarkable milestones through various initiatives, including:

- The award-winning **Strategies for Success** — a coaching and personal development program designed to accelerate and sustain female talent.
- Our **Future Leaders Graduate** scheme — a program enabling more female recruitment into male-dominated roles.
- Our **ERG Thrive** — helps women find their unique leadership style and achieve their career growth ambitions. This group also works to educate, connect, and inspire both men and women across the business to drive change.

👥 The three-year scheme provides a fantastic opportunity to rotate through different elements of the supply chain. The projects we work on and the level of responsibility we get is amazing. 🎧

**Mia Ainscough**  
Productivity Senior Coordinator

 Hear what Mia has to say about the Future Leaders Program.



● Focus area: Retain and develop diverse talent

# Actively attracting and hiring individuals with disabilities

Pepsi and Frito-Lay Achieving Change Together (ACT) is an initiative in partnership with Disability Solutions @ Ability Beyond. The initiative provides disability inclusion training to managers, and creates opportunities for successfully attracting, hiring, and retaining talent with disabilities.

Since its inception, Pepsi ACT has **provided training to more than 900 managers and supervisors**. The goal is to improve interviewing and supervising skills, and help them retain talented individuals with disabilities — including veterans with disabilities. With the expansion of this initiative to Frito-Lay, our recruitment efforts have resulted in us **hiring 348 employees** into our workforce.

ACT's motto is 'Changing Minds and Changing Lives', and that's exactly what it aims to do. As Drew Lam, Director of Talent Management, Los Angeles says, "The main goal of the program is to not only hire individuals with disabilities, but also provide an environment where they feel comfortable that they can grow their career and stay with us."



Trained 900+ managers and supervisors.

👁️ Leading the EnAble Employee Resource Group for Frito-Lay has been truly rewarding. It allowed me to engage my passion for supporting others within our organization across functions. 👁️

**Aaron Parker**  
Senior Manager of Sales Planning & Strategy

 Watch our 'You Belong Here' message.



In 2022, hired 348 individuals with disabilities.

👁️ One thing I appreciated about Frito-Lay culture is the inclusive environment. When hiring people with disabilities and training them, we treat them no differently than anybody else. 👁️

**Misty Vu**  
Sales Associate Zone Leader

 Read more about how PepsiCo fosters an inclusive workplace.

● Focus area: Retain and develop diverse talent

# Inspiring change in Latin America

Our Latin America INSPIRA talent development program is a multi-year transformational journey. Aimed at men and women in leadership positions, it helps associates create change, break down barriers, and foster an inclusive culture. It also aims to increase opportunities for women and reduce turnover by giving leaders the tools, knowledge, and experience they need to accelerate their growth. **Participants in the program are three times more likely to be promoted.**

Last year, the sixth edition of the program focused on areas of our business with the greatest gender parity gap. We led more than 13 hours of development sessions with a wide range of internal and external speakers. Of the 65 new participants (47 female and 18 male), 97% now intend to remain at PepsiCo, while **100% pledged concrete action to build a more diverse, equitable, and inclusive environment.**

👏 Being in INSPIRA has been a super nice experience for me as a person and as a professional. It helped me to understand all the options we have to continue learning and growing as unique individuals. 🎧

**Veronica Dominguez**  
Sector IT Manager



Hear how INSPIRA helped Veronica grow personally and professionally. (English/Spanish)

The program has retained 97% of participants.



● Focus area: Foster an inclusive environment

# Sharing ideas and exploring our talents with PepX

We created the PepX center at our Izmir plant in Turkey. This social platform is designed to foster an environment that encourages each member of the cross-functional team to share creative ideas, have a voice, and convene informally.

On PepX there's a wide range of activities to promote personal and professional development. From opportunities to engage with inspiring leaders and support local communities, to well-being activities such as yoga or playing in a band.

🗨️ With our PepX initiative, we created an environment for voices, embraced inclusivity, and inspired growth while stepping up to new challenges. Our great talents give us new perspectives and vision to improve ourselves, our team, and our business. I'm very proud to be part of such a great organization, creating smiles on millions of faces by supporting professional growth. 🗨️

**Gülten Mutlu Dereli**  
Plant Manager



● Focus area: Foster an inclusive environment

# Hands-on support for our deaf community

More than 500 people with disabilities work at PepsiCo Mexico Foods and around 60% of this group have hearing disabilities. In 2022, the Employee Resource Group (ERG) Capacidades, developed Basic and Intermediate Mexican Sign Language courses. These courses are led by Human Resources Coordinator Sofia Aguirre, and Silvana Cinco and Diana Cinco, two sisters who work in Sales and have a partial hearing disability. They teach everything from basics like the alphabet, colors, and days of the week, to more advanced phrases that could be useful in job interviews. The sessions are taught nationwide virtually, voluntarily and are open to staff and to close friends and family. **So far, more than 300 people have been impacted.**

In Andean Region, the team has also developed a sign language program through which PepsiCo Andean employees and their families learn to communicate with the deaf community. The program began its implementation with the objective of generating an inclusive workplace for our 18 deaf collaborators. **This program has already impacted 200 families and 30 people have graduated from it.** In 2023, we hope to increase our support, further aid communication with the deaf community and build an even more inclusive workplace.



👂 These courses have changed the perspective of associates to become more inclusive, to learn how to communicate with deaf employees, and to maintain the right of communication that everyone has. This is opening new spaces, allowing effective communication, creating new tight bonds. 👂

**Sofia Aguirre**  
Human Resources Associate Analyst

 Hear how these courses helped create a more inclusive culture.



👂 I met new people with interesting stories who helped me and taught me new things. There were also other deaf people who taught me Sign, and so I stayed. I'd teach Sign language to whoever wanted to learn, and I'd learn things from them. That's why I still teach people Signs, so we can communicate with each other. 👂

**Adriana Peralta**  
Supply Chain General Auxiliary

 Watch the journey to learning Sign language.



👂 Sign language has helped me to break down communication barriers to provide our deaf employees and their families with a better quality of life. Being able to communicate through Sign language is an example of what inclusion means inside and outside of PepsiCo. 👂

**Diana Rodriguez**  
Senior Manager Human Resources

 Hear how Sign language helped Diana break down communication barriers. (English/Spanish)

# A space for business partners to progress

Our business partners have a voice. Our goal is to build more resilient diverse-owned businesses. We also want to leverage a broader diversity of partners across our 'make, move and sell' supply chain to better reflect the many markets we serve.

## Focus areas

Invest in diverse suppliers

Strengthen diverse-owned businesses

Amplify diverse voices





## Investing in diverse-owned businesses since 1982

\$1 billion USD spent with diverse suppliers

It's been more than 40 years since the launch of PepsiCo's Supplier Diversity Program, and in that time, it has truly blossomed. What started as an **investment of \$5 million USD into small enterprises**, has grown to a \$1 billion USD spend with diverse suppliers:

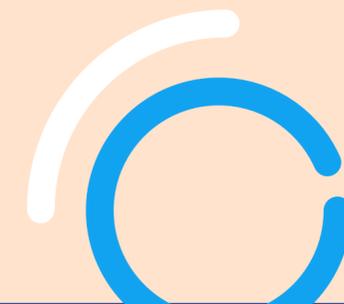
- Racial minorities
- Women
- LGBTQ+
- Individuals with disabilities
- U.S. veterans

One business that has been a part of this story since the beginning is Singleton & Sons Farm in Hastings, Florida. In 1979, James Singleton retired from his career as a schoolteacher and purchased 80 acres of farmland. As the son of peanut and corn sharecroppers, farming his own land was always a dream.

After converting his acreage to potatoes, he sold his first crop to Frito-Lay in 1982. Singleton & Sons Farm now **grows 700 acres of potatoes annually and contracts 85% of them to Frito-Lay.**

The 40th anniversary commemorates a tremendous milestone for the company. Since the inception of our Supplier Diversity Program, **nearly \$30 billion USD has been spent over the past 40 years across PepsiCo's entire value chain.**

 Learn more about our farmers.



● Focus area: Invest in diverse suppliers

# Helping remove barriers to economic advancement

An [MIT study](#) revealed that the onerous certification process taxes the very companies that supplier diversity programs seek to help. In fact, only about 1% of diverse companies achieve certification despite meeting the required criteria.

PepsiCo hired [Pink Patch Group](#), a Black-woman-owned certification consultancy, to help with the diverse supplier certification process and remove barriers to economic advancement. With the support of Pink Patch Group, PepsiCo has since assisted several companies with the process, including [Webber Marketing & Consultancy, LLC](#) and [Exstrategic Culture](#), a culture-first social experience agency.

●● Supplier Diversity is not about checking the box; it is about helping to create economic opportunities for historically-marginalized and excluded groups, strengthening communities, and promoting inclusion. ●●

**Dienye Benibo**  
Senior Director, PepsiCo Supplier Diversity

In 2022, spent more than \$1 billion USD with certified, diverse suppliers.



 Watch our video on how we're helping diverse suppliers.

● Focus area: Strengthen diverse-owned businesses

# A welcome boost for Black-owned restaurants

Our multi-faceted Pepsi Dig In platform, including the PepsiCo Foundation's Black Restaurant Accelerator (BRA), continues to strengthen Black-owned businesses with access to business-building resources, such as Black Restaurants Delivered, and innovative initiatives to drive visibility and sales.

Through 2022, we **invested \$22.3 million USD in Black-owned restaurants**. Additionally, BRA – the PepsiCo Foundation's joint initiative with the National Urban League, achieved a milestone of providing grants to its first 100 of 500 Black restaurateurs in 11 cities across the U.S. In addition to achieving this milestone, BRA has **supported 400 more Black-owned restaurants** by providing business-building support, including counseling and training sessions, and helped **provide access to approximately \$1.6 million USD of financing and contract opportunities**.

➔  Learn more about the Pepsi Dig In platform.



Invested \$22.3 million USD to help strengthen Black-owned businesses.

● Focus area: Strengthen diverse-owned businesses

# Helping Hispanic-owned businesses stand out

Juntos Crecemos (Together We Grow) is a multi-faceted platform investing \$50 million USD over five years as part of PepsiCo's U.S. Racial Equality Hispanic Initiative. The initiative aims to provide short and long-term support to Hispanic-owned food and beverage small businesses.

Business owners participating in Juntos Crecemos also have access to the Hispanic Digital & Delivery Program — a customized eight-week course focused on marketing, growing online presence, delivery logistics, and online ordering. Through 2022, **Juntos Crecemos supported more than 500 Hispanic-owned businesses across the U.S.** with marketing and safety essentials resulting in these businesses outpacing peers in most markets. Additionally, during Women's History Month, we focused on driving greater engagement with and celebrating the contributions of Hispanic women-owned businesses through our Jefa-owned campaign.

 Find out more about Juntos Crecemos.



☝️ Latinas are a powerful economic force in the U.S., creating businesses at a rate six times the national average. Having each Latina business owner turn on her Jefa-owned neon sign is a testament to their entrepreneurial achievements, their resilience, as well as the important role they play in the U.S. economy. 🍷

**Esperanza Teasdale**  
Vice President & General Manager,  
Hispanic Business Unit, PepsiCo Beverages North America



☝️ [Through Juntos Crecemos], we made a multi-year commitment of at least five years that seeks to invest resources in different ways from PepsiCo and the PepsiCo Foundation. We've already started with 150 businesses in 13 different cities, supporting them through a program called the PepsiCo Foundation's IMPACTO Hispanic Business Accelerator, which has provided \$2 million USD in grants and business mentoring. 🍷

**Antonio Escalona**  
Senior Vice President & General Manager,  
Hispanic Business Unit, PepsiCo Foods North America

● Focus area: Amplify diverse voices

## Brands with purpose

Elevating diverse voices with every sip and every bite



### Empowering women to say “no”

In honor of Women’s History Month, **Pure Leaf launched the “No” Grants to help give women the ability to say “no”** to asks at work in the short-term without bearing the added financial consequences. In partnership with The SeekHer Foundation – a women’s empowerment and mental health non-profit – and the most decorated American Track & Field athlete, Allyson Felix, **Pure Leaf committed \$1 million USD over three years** to funding partnerships and initiatives to support women who want to say “no” at work so that they can say “yes” to other personal, social, familial and cultural things in their lives.

 Watch the video about the ‘NO’ Grants.



### Unlocking the power of sports

PepsiCo and the Union of European Football Association (UEFA) Foundation continued their global Lay’s RePlay initiative, which repurposes empty Lay’s chips bags by converting them into sustainable football pitches. Four pitches have been opened around the world, with the most recent being in Turin, Italy, as part of the PepsiCo campaign at the 2022 UEFA Women’s Champions League Final. The projects involve local organizations in the construction and management processes. The first three pitches combined to directly impact **810 participants** through **1,427 hours of educational programming**, as well as 19,000 other community members through general use of the pitches.

 Read more about Lay’s RePlay initiative.



### Helping women entrepreneurs

Since 2017, Stacy’s Pita Chips has **connected thousands of women** with each other and provided more than \$1 million in funding, in addition to resources and mentoring to elevate these leaders who help our communities thrive. With the launch of its 2022 program, the brand deepened its commitment by celebrating women’s strength in the face of adversity with Rise, a **short film created by PRETTYBIRD filmmaker Nisha Ganatra**, and produced in collaboration with Hello Sunshine, the media company founded by Oscar-winning actress and producer Reese Witherspoon and Ventureland.

 Watch more about the campaign.

● Focus area: Amplify diverse voices

# Brands with purpose

## Elevating diverse voices with every sip and every bite



### Breaking barriers

Creating equity and belonging in sports starts with understanding the barriers. And then, breaking them down. Gatorade is tackling each barrier with strategic investments to build inclusive communities, empower athletes of color, provide essential equipment, fund and resource underserved communities, and elevate diverse role models. In 2022, **Gatorade impacted 250K+ athletes** who received an opportunity to play through its Equity in Sports Partnerships and Community Grants. Gatorade also distributed more than **\$3 million USD to support nonprofit organizations** that reduce barriers and enable athletes to play and stay in sports.

➔  Read more on how Gatorade is helping to break barriers.



### Fighting malnutrition in children

Quaker Qrece is a comprehensive program with a clinically proven intervention model that has been shown to help address mild and moderate malnutrition in children aged 2-5. We created a nutrient-rich product formulated to help supplement the basic nutritional needs of malnourished children. In partnership with the NGO CARE, Quaker® delivers this specialized food, accompanied by workshops on hygiene, nutrition, and health. Additionally, they provide tools that help to positively impact the quality of life of the children and their families. The program is currently running in Mexico and Guatemala, and since 2019 has **helped more than 8,000 children**.

 Watch the video about Quaker Qrece.



### Authentically portraying moms

Marias has been in Mexico for over 100 years. During this time, the brand has been a trusted brand to millions of moms. 93% of mothers do not feel that advertising accurately represents their experiences in motherhood. As a beloved brand in Mexico, **Marias changed its narrative and evolved advertising to be more inclusive**, real, and empathic in its representation of moms. The brand developed a campaign that portrays Mexican moms from the heart, bringing to life the true meaning of what it means to be a mother in their own authentic way.

 Click to see the campaign.

# A space for communities to thrive

## Focus areas

Meet the needs of our local communities

Unlock opportunities and cultivate future talent

Catalyze positive change

Our communities have a voice. Our goal is to boost their prosperity by helping them succeed, enjoy economic opportunities, and gain mobility through investments in education, health, nutrition and workforce readiness.





## Breathing life back into the community

### Supporting female entrepreneurs in rural Spain

There are two main challenges in rural Spain — depopulation and job opportunities for women. Working with the Federation of Rural Women’s Association (FADEMUR), PepsiCo is trying to address them both head-on.

Aided by **an investment of \$285,000 USD from the PepsiCo Foundation**, FADEMUR has created Ruraltivity, an entrepreneurship scheme helping to launch 250 female-led projects in rural Spain. One of those already making its mark is Vereda, a brewery and boutique hotel run by entrepreneur Belén Sesé.

Belén fell in love with the tiny village of Ledgos, near Palencia, and decided this was the place to set up her business. Although initially bemused at why a girl from the city would make this choice, **the local community of 60 people got involved**, and is now very happy to have something new that’s bringing people back in. The business now also grows its own hops, so FADEMUR has helped to create a farmer, as well as launch a producer and hotelier.

FADEMUR played a big part. They taught me some skills that I didn’t have in the beginning. They support you in making your company known, and they teach you about advertising your business.

**Belén Sesé**  
Owner of Vereda

 Find out more about Belén’s rural brewery.

● Focus area: Meet the needs of our local communities

# A strong community spirit

The team at PepsiCo Global Concentrate Solutions (PGCS) Hattar has always been on a mission to create more smiles in their community. This year they provided much-needed support to underprivileged people living close to their plant.

The whole team got together to decide how best they could provide the most support and resources, and identified education, health, and female empowerment as their main focus areas.

How they made an impact:

- Distributing shoes, books, and stationery to students at local schools.
- Mentoring young students to encourage them to educate themselves for a brighter future.
- Distributing wheelchairs to older people and those with disabilities.
- Providing sewing machines to women, so they have the tools to become financially independent and earn for their families.

**The local children were very excited and showed their gratitude by making cards for the team.** The response from the older generation was also heart-warming, as they showered our team with blessings and prayers.

●● We really appreciate the efforts of PepsiCo and are deeply moved by their thoughtfulness and concern towards our population. ●●

**A Hattar inhabitant**



● Focus area: Unlock opportunities and cultivate future talent

# Helping women pursue higher education in law

PepsiCo's Rania Rizk Young Arab Women Leaders Scholarship Program continues Rania's vision by giving female students at the University of Paris II the opportunity to pursue higher education in law.

This partnership between PepsiCo, the PepsiCo Foundation and the University Leadership Council aims to further strengthen the importance of Arab women entering and remaining in the job market. **It's not just about unlocking their potential, but also to boost economic growth**, create diversity in the workplace, increase earning potential, and create a virtuous cycle of prosperity for families and communities.

☞ Enabling the next generation of strong Arab women through education is a fitting tribute to Rania, who was a passionate advocate for diversity, and inclusion. Rania compelled others to listen, but also, more importantly, influenced them to act. ☞

**Eugene Willemsen**  
CEO of PepsiCo AMESA

 Learn more about the legacy of PepsiCo's late Chief Counsel in AMESA, Rania Rizk.



● Focus area: Catalyze positive change

# The ultimate fundraising journey

Since it began in 2015, our annual Rolling Remembrance initiative has **raised awareness and funds totaling more than \$1.5 million USD for the Children of Fallen Patriots Foundation** — an organization providing college scholarships and educational counseling to the children who have lost a parent in the line of duty.

In the last 35 years, more than 25,000 children have lost a parent in the line of duty. Children of Fallen Patriots Foundation helps to bridge the average \$25,000 USD gap between government assistance programs and the cost of a four-year degree that scholars contend with. In 2022, 36 drivers — all military veterans collectively representing every branch of the U.S. military — journeyed from its first stop in Seattle to the final ceremony at PepsiCo headquarters in Purchase, N.Y., handing an American flag, first flown by the U.S. military in combat, from one driver to another at relay points across the country.

👥 It is an honor to have the ability to involve our own employees who have served their country whether by giving them the opportunity to drive a leg of the trip or organizing events along the route. 🗣️

**Jim Farrell,**  
SVP Supply Chain, PepsiCo Beverages, North America

➔  Find out more about the journey.



● Focus area: Catalyze positive change

# Leveraging our time and talent to help Indigenous people succeed

Since 2001, **more than 3,500 Jawun secondees have been using their skills and expertise to help more than 70 indigenous organizations** in 11 regions across Australia.

In 2022, PepsiCo sent three people to North East Arnhem Land as part of Jawun’s 6-week secondment immersion program. Jawun is an innovative non-profit organization that **aims to increase the skills and knowledge of Indigenous leaders, businesses, and communities**, so they can achieve their own development goals.

Our work with Jawun is part of a three-year partnership. They match the skills of our PepsiCo employees to Indigenous-led projects, so we can share knowledge and experiences, and all come away from the program richer and better-informed.



Ymkje Vaessen, from Sales, helped develop a business plan to support cultural tourism for the Rirratjingu Aboriginal Corporation. The plan helped ensure the community is financially self-sufficient and able to make a genuine difference in their community.

 Hear how Ymkje helped the community.



Kim Lueck, from Marketing, designed and developed the vision and mission of the Dilak Council. She developed communication templates, collaborated with the broader community, and mentored a young girl from the Yothu Yindi Foundation.

 Hear how Kim empowered the people.



Stephanie Ridge, from Human Resources, developed succession planning for Dhimurru Senior Management positions and introduced a range of Human Resource tools to set the Dhimurru Aboriginal Corporation up for future success.

 Hear how Stephanie set up the team for success.

● Focus area: Catalyze positive change

# Empower women, power economies

At PepsiCo, we're committed to empowering, inspiring and guiding a whole generation of women through our Tamakani platform – which takes its name from an Arabic word meaning 'enable'. The program's pillars are Amplifying Voices, Facilitating Mentorship, and Fostering Entrepreneurship. In Saudi Arabia, female entrepreneurs are increasingly establishing and managing small and medium enterprises (SMEs). And with better financial inclusion, women can more effectively participate in the economy.

In 2022, we partnered with AmCham to sponsor the Women in Business Mentorship Program, where we **brought together 20 mentors and 40 mentees** in a one-to-one setting to increase their knowledge and exchange experiences.

Since the inception of Tamakani, **we have empowered more than 1 million Saudi women**. We aim to equip women with the necessary tools, knowledge, and networks to become impactful leaders, and have been doing so through relevant partnerships with associations dedicated to empowering women, who share our vision and values as a brand.

👁️ We will use Tamakani to empower future generations of Saudi women and provide them with the necessary tools to lead the kingdom for generations to come. 🗣️

**Aamer Sheikh**  
PepsiCo CEO Middle East

 Meet the 2022 WIN Fellows.

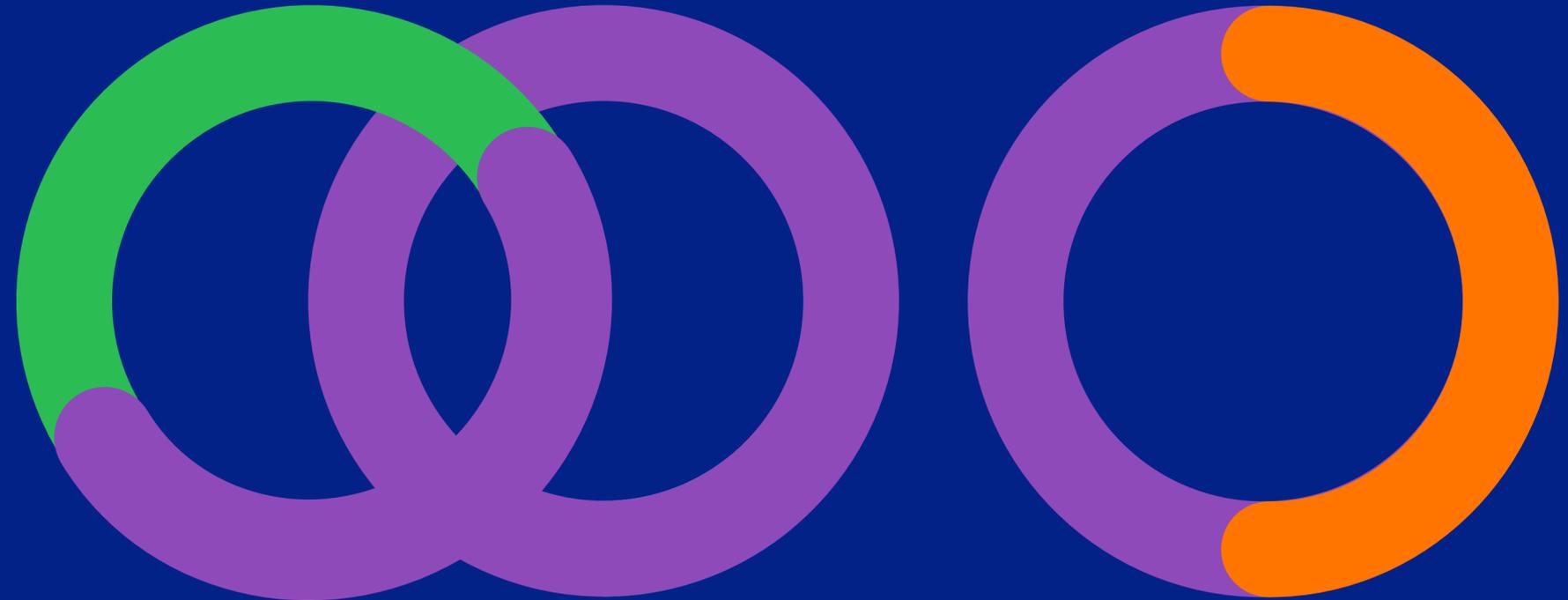


Empowered over 1 million women in Saudi Arabia.



# A space where everyone belongs

Our commitment is to build a workforce that is not only diverse, but genuinely inclusive. A space where whomever walks through our doors, sees, feels, and knows PepsiCo is a company where they can achieve their maximum potential.





# Living The PepsiCo Way

A strong culture is a cornerstone of PepsiCo, and one of our company's greatest assets.

The PepsiCo Way is our set of key employee behaviors that bolster our mission, drive our vision and help us adopt the mindset of winning with pep+.

Since its launch in 2019, The PepsiCo Way has helped drive our business forward at the most critical times and has been our roadmap for growing together. Today there's no doubt that we're faster, stronger and better thanks to our seven behaviors defining our shared culture.

What's truly special about The PepsiCo Way is that each behavior builds on and reinforces the others, creating a virtuous circle already lifting our company.

In September 2022, we **reignited The PepsiCo Way** to engage and energize our associates, and better defined the seven behaviors to reflect our sharpened focus on human centricity, pep+, and digital.



act with integrity



act as owners



voice opinions fearlessly



be consumer centric



celebrate success



raise the bar on talent and diversity



focus and get things done fast

# Never give up on your dreams

In 2022, PepsiCo marketing colleague Seda Kaçan secured her place in history when she became the first woman in three decades to race in the Turkish Track Championships. It was a dream come true, and a sweet success after always being told racing was a sport for boys.

Seda says her success is down to the support she's received from PepsiCo, her Bitci Racing team, and being brave enough to follow her dreams. Now she wants her victory to inspire other young people, saying, "Everyone listed obstacles when I started in this male-dominated sport. I didn't listen to anyone. If you wish it, no obstacle can stand in your way."

💡 It makes me so proud to work for a company that not only cares about diversity, but supports me to prove that women can exist in motorsport and that success is gender-neutral. Thanks to the support of PepsiCo, we inspired lots of young women. 🎧

**Seda Kaçan**  
Brand Marketing Senior Supervisor

Turkey's first female racing driver in 30 years.



raise the bar on talent and diversity



celebrate success



Hear Seda talk about passion and success.

# Employee Resource Groups: The heart of our culture



Employee Resource Groups (ERGs) are the heart of PepsiCo. We look to ERGs to speak fearlessly with truth and candor about how the organization can step up its efforts to address inequities in our workforce and society, and how we can all be better allies. Local ERG chapters help make our culture more inclusive and engage associates in our workplace and communities.

- **Adelante** helps PepsiCo gain a competitive advantage by unleashing the potential of PepsiCo’s multicultural Hispanic community — driving consumer insights, developing top talent and accelerating growth opportunities.
- **CONNECT** builds a network among multigenerational professionals who mutually advance each other’s careers and drive growth and success.
- **EnAble** champions inclusion and engagement of people with different abilities and their caregivers. It seeks to promote physical, technological and cultural opportunities to help our people realize their full potential.
- **EQUAL** fosters an open, inclusive and respectful environment for LGBTQ+ associates. It builds awareness of critical issues and drives positive change in our workplace.
- **MOSAIC** helps make PepsiCo the premier company for Black talent. By making a positive impact on the careers of PepsiCo’s Black associates and the communities where we operate, the ERG also supports our company’s growth.
- **PepsiCo Asian Network (PAN)** aims to make PepsiCo the employer of choice for Asian Americans by recruiting, retaining and developing Asian associates, while making a positive impact on the business.
- **RISE** creates meaningful relationships between PepsiCo and Native American tribes across the U.S. It raises awareness of diverse Indigenous cultures for our associates and fosters engagement with these communities.
- **VALOR** supports the military, veterans, and their families to help them succeed in the workplace and strengthen PepsiCo’s role as a leading military business partner.
- **Women’s Inclusion Network (WIN)** strengthens our culture and promotes a work environment that attracts, retains and develops women, and helps create a more inclusive PepsiCo.
- **Women of Color (Woc)** helps PepsiCo in identifying strategies to increase representation, provide meaningful career development opportunities, and elevate Women of Color worldwide. The ERG is committed to supporting our multicultural Women of Color, and connecting them with each other and the broader organization.

# Employee Resource Groups: Building a more inclusive community around the world



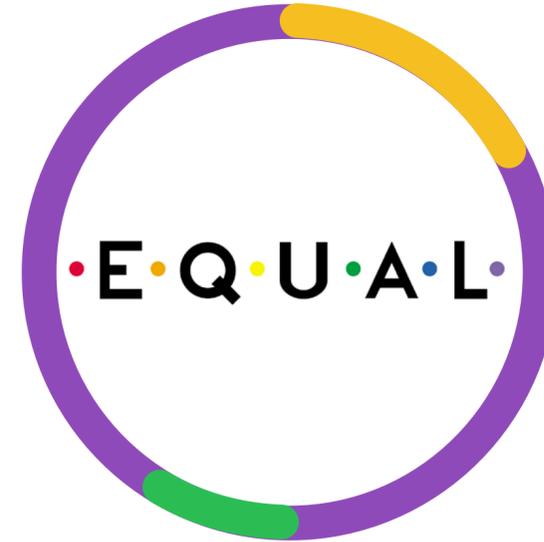
### Driving change for working parents

In the U.K., our Parents & Carers Employee Resource Group is making a real difference for people working hard to balance a career with family life. It's encouraging everyone to 'parent out loud' by making it easier to take time out for school events, setting up a buddy scheme to support maternity leave returners, and launching a podcast for people to share their very real parenting stories.



### Closing the generation gap

Last year we launched Across Gen, our Employee Resource Group made up of 30 volunteers from all the generations working together in Mexico. Their mission will be to promote awareness about ageism and make the most of this diversity — celebrating everything each generation can bring to our teams.



### Proud to be a part of Pride

Last year, our EQUAL Employee Resource Group teamed up with Doritos to celebrate Reading Pride. The team worked hard to set up Chill Out zones where people could relax, charge their phones and enjoy some PepsiCo products. And of course, they joined in the parade too.



### Investing in Black students

Mosaic Canada worked with three organizations to support Black students entering post-secondary education. In 2022, it provided:

- \$10,000 USD in scholarships for 10 students through the Congress of Black Women in Canada.
- \$10,000 USD in scholarships for 7 students through the Black Business and Professional Association.
- \$100,000 USD in scholarships for 10 students through the Lifelong Leadership Institute (Pearl Milling Company).

Thank  
you

Learn more about PepsiCo  
at [PepsiCo.com](https://www.pepsico.com)

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