

# PepsiCo 2021 Employee Demographics<sup>1</sup>

Totals reported here are as of December 31, 2021.

## Total number of employees by permanent/temporary status

Status	2021
Permanent	299,297
Temporary	11,103
<b>Total</b>	<b>310,400</b>

## Total number of permanent employees by full-time and part-time status

Status	2021
Full-Time	292,183
Part-Time	7,114
<b>Total</b>	<b>299,297</b>

## Full-time, permanent employees by gender<sup>2</sup>

Gender	2021
Female	74,667
Male	212,975
Not classified/not indicated	4,541
<b>Total</b>	<b>292,183</b>

## Full-time and part-time, permanent employees by geographic sector<sup>3</sup> and gender<sup>2</sup>

Sector	Gender	Full-Time Associates	Part-Time Associates
Africa, Middle East and South Asia (AMESA)	Female	4,678	4
	Male	21,070	1
	<b>Total</b>	<b>25,748</b>	<b>5</b>
Asia Pacific, Australia and New Zealand and China Region (APAC)	Female	3,448	100
	Male	4,180	131
	Not classified	1,084	60
	<b>Total</b>	<b>8,712</b>	<b>291</b>
Corporate	Female	1,716	8
	Male	1,376	1
	<b>Total</b>	<b>3,092</b>	<b>9</b>
Europe	Female	15,604	545
	Male	26,104	380
	Not classified	3,441	155
	<b>Total</b>	<b>45,149</b>	<b>1,080</b>
Frito-Lay North America (FLNA)	Female	13,259	1,526
	Male	47,809	2,919
	Not Indicated	4	1
	<b>Total</b>	<b>61,072</b>	<b>4,446</b>
Quaker Foods North America (QFNA)	Female	855	15
	Male	2,358	8
	<b>Total</b>	<b>3,213</b>	<b>23</b>
Global	Female	5,821	39
	Male	5,286	9
	<b>Total</b>	<b>11,107</b>	<b>48</b>
Latin America (LATAM)	Female	20,677	2
	Male	51,641	3
	<b>Total</b>	<b>72,318</b>	<b>5</b>
PepsiCo Beverages North America (PBNA)	Female	8,609	176
	Male	53,151	1,026
	Not Indicated	12	5
	<b>Total</b>	<b>61,772</b>	<b>1,207</b>
<b>Grand Total</b>		<b>292,183</b>	<b>7,114</b>

## Full-time and part-time, permanent employees by geographic sector<sup>3</sup> and gender<sup>2</sup>

Leadership by Gender <sup>5</sup>	Gender	Total		International <sup>6</sup>		U.S.	
		Count	Percent	Count	Percent	Count	Percent
Senior level professionals, manager, and executives	Female	11,844	43%	6,494	44%	5,350	42%
	Male	15,690	57%	8,281	56%	7,409	58%
	Not classified	15	<1%	15	<1%	-	-
	<b>Total</b>	<b>27,549</b>		<b>14,790</b>		<b>12,759</b>	
Executives only	Female	1,952	39%	621	35%	1,331	40%
	Male	3,098	61%	1,137	65%	1,961	60%
	<b>Total</b>	<b>5,050</b>		<b>1,758</b>		<b>3,292</b>	

## U.S. Ethnicity/Race Demographics By Employee Level<sup>7,8,9</sup>

		Asian	Black	Hispanic	Native American	Native Hawaiian or other Pacific Islander	Two or more races	White	Not Disclosed
Frontline	Count	2,156	23,895	18,440	620	450	2,427	50,005	2,886
	Percent	2%	24%	18%	1%	0%	2%	50%	3%
Administrative Professionals	Count	154	823	703	21	14	92	2,582	32
	Percent	3%	19%	16%	0%	0%	2%	58%	1%
Entry-Level Professionals	Count	110	515	525	16	4	54	1,908	33
	Percent	3%	16%	17%	1%	0%	2%	60%	1%
Mid-Level Professionals and Managers	Count	398	973	956	28	12	156	5,056	37
	Percent	5%	13%	13%	0%	0%	2%	66%	<1%
Senior Level Professionals and Managers	Count	1,042	814	912	27	13	179	6,401	79
	Percent	11%	9%	10%	0%	0%	2%	68%	1%
Executives	Count	361	245	305	13	3	41	2,308	16
	Percent	11%	7%	9%	0%	0%	1%	70%	1%
Total	<b>Count</b>	<b>4,221</b>	<b>27,265</b>	<b>21,841</b>	<b>725</b>	<b>496</b>	<b>2,949</b>	<b>68,260</b>	<b>3,083</b>
	<b>Percent</b>	<b>3%</b>	<b>21%</b>	<b>17%</b>	<b>1%</b>	<b>0%</b>	<b>2%</b>	<b>53%</b>	<b>2%</b>

## U.S. Gender Demographics By Employee Level<sup>2,7</sup>

	Gender	Count	Percent
Frontline	Female	14,278	14%
	Male	86,577	86%
	Not indicated	24	<1%
	<b>Total</b>	<b>100,879</b>	
Administrative Professionals	Female	2,761	62%
	Male	1,660	38%
	<b>Total</b>	<b>4,421</b>	
Entry-Level Professionals	Female	964	30%
	Male	2,201	70%
	<b>Total</b>	<b>3,165</b>	
Mid-Level Professionals and Managers	Female	2,452	32%
	Male	5,164	68%
	<b>Total</b>	<b>7,616</b>	
Senior Level Professionals and Managers	Female	4,019	42%
	Male	5,448	58%
	<b>Total</b>	<b>9,467</b>	
Executives	Female	1,331	40%
	Male	1,961	60%
	<b>Total</b>	<b>3,292</b>	
Total	Female	25,805	20%
	Male	103,011	80%
	Not indicated	24	<1%
	<b>Total</b>	<b>128,840</b>	

## U.S. People of Color and Gender Representation By Employee Level<sup>7,8,9</sup>

		White women	Women of Color	White Men	Men of Color	Not disclosed
Frontline	Count	6,085	7,530	43,920	40,457	2,887
	Percent	6%	7%	44%	40%	3%
Administrative Professionals	Count	1,686	1,053	896	754	32
	Percent	38%	24%	20%	17%	1%
Entry-Level Professionals	Count	585	370	1,323	854	33
	Percent	18%	12%	42%	27%	1%
Mid-Level Professionals and Managers	Count	1,545	890	3,511	1,633	37
	Percent	20%	12%	46%	21%	0%
Senior Level Professionals and Managers	Count	2,614	1,369	3,787	1,618	79
	Percent	28%	14%	40%	17%	1%
Executives	Count	908	415	1,400	553	16
	Percent	28%	13%	43%	17%	<1%
Total	Count	<b>13,423</b>	<b>11,627</b>	<b>54,837</b>	<b>45,869</b>	<b>3,084</b>
	Percent	<b>10%</b>	<b>9%</b>	<b>43%</b>	<b>36%</b>	<b>2%</b>

## Nasdaq Board Diversity Matrix (As of March 24, 2022)

Total number of directors: 14

	Female	Male	Non-Binary	Did not disclose gender <sup>10</sup>
<b>Part I: Gender Identity</b>				
Directors	4	10	-	-
<b>Part II: Demographic Background</b>				
African American or Black	1	2	-	-
Alaskan Native or Native American	-	-	-	-
Asian	-	-	-	-
Hispanic or Latinx	1	2	-	-
Native Hawaiian or Pacific Islander	-	-	-	-
White	3	6	-	-
Two or more races or ethnicities	1	-	-	-
LGBTQ+			-	
Did not disclose demographic background			-	

## Employee Hires By Age<sup>11</sup>

Age Group	Count of New Hires	Percent of New Hires
<30	38,871	46%
30-50	40,612	49%
>50	4,165	5%
Not classified	24	<1%
<b>Grand Total</b>	<b>83,672</b>	<b>100%</b>

## Employee Hires By Gender<sup>2</sup>

Gender	Count of New Hires	Percent of New Hires
Female	25,460	30%
Male	58,018	69%
Not classified	194	<1%
<b>Grand Total</b>	<b>83,672</b>	<b>100%</b>

## Employee Hires By Geographic Sector<sup>3</sup>

Sector	Count of New Hires	Percent of New Hires
AMESA	3,129	4%
APAC	1,528	2%
Corporate	680	1%
Europe	10,048	12%
FLNA	20,761	25%
QFNA	521	1%
Global	3,586	4%
LATAM	24,024	29%
PBNA	19,395	23%
<b>Grand Total</b>	<b>83,672</b>	<b>100%</b>

## Employee Turnover By Age<sup>11</sup>

Age Group	Count of Former Employees	Percent of Former Employees
<30	29,527	37%
30-50	41,500	52%
>50	8,569	11%
Not classified	10	<1%
<b>Grand Total</b>	<b>79,606</b>	<b>100%</b>

## Employee Turnover By Gender<sup>11</sup>

Gender	Count of Former Employees	Percent of Former Employees
Female	21,618	27%
Male	57,922	73%
Not classified <sup>2</sup>	66	<1%
<b>Grand Total</b>	<b>79,606</b>	<b>100%</b>

## Employee Turnover By Geographic Sector<sup>3</sup>

Sector	Count of Former Employees	Percent of Former Employees
AMESA	2,702	3%
APAC	1,534	2%
Corporate	387	<1%
Europe	11,525	14%
FLNA	23,884	30%
QFNA	475	1%
Global	1,525	2%
LATAM	19,228	24%
PBNA	18,346	23%
<b>Grand Total</b>	<b>79,606</b>	<b>100%</b>

<sup>1</sup> Totals reported here are as of December 31, 2021. Certain totals throughout do not sum to 100% due to rounding.

<sup>2</sup> This table includes associates for whom gender information is unavailable and who are, therefore, counted as 'Not classified;' and/or associates whose gender is unknown and who are, therefore, counted as 'Not indicated.'

<sup>3</sup> The above sectors reflect the structure in PepsiCo's Human Resources system, which differs from the sector structure used for financial reporting. Employees in the Global sector provide services that support the other sectors.

<sup>4</sup> As referenced in our goals, "management" and "managerial representation" represent "Senior Level Professionals, Managers and Executives."

<sup>5</sup> International is every country excluding U.S.

<sup>6</sup> Includes permanent and temporary employees.

<sup>7</sup> Ethnicity/Race categories use EEOC definitions, other than categories used for the Nasdaq Board Diversity Matrix, which uses Nasdaq definitions. Person of Color combines all ethnicities except White and Non-disclosed.

<sup>8</sup> If identified as two or more races, the individual was only counted once in that category, and not each of the races/ethnicities that the individual identifies as.

<sup>9</sup> This matrix follows a prescribed format provided by Nasdaq. The ethnicity/race categories listed in this table use Nasdaq definitions while those listed elsewhere in our reporting use EEOC definitions. In addition, 'Did not disclose gender' in this table is equivalent to 'Not indicated' elsewhere in our reporting.

<sup>10</sup> Where age information is not available for new hires, they are reported as 'Not classified'.