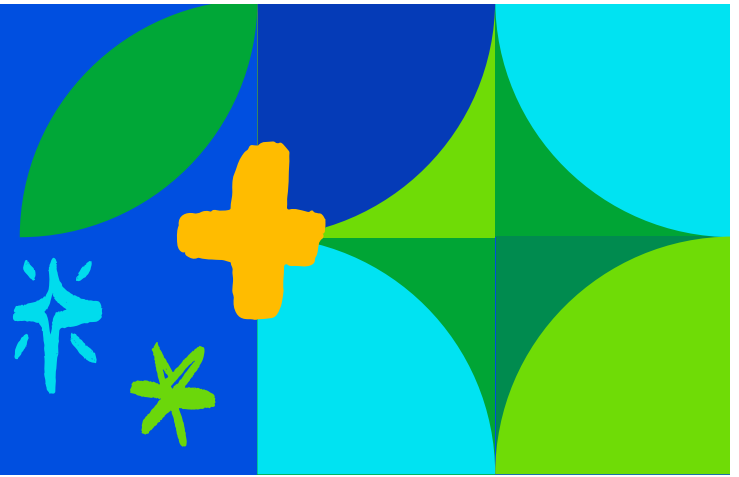




PepsiCo 2023 employee demographics¹

January - June 30, 2023



Total number of employees by permanent/temporary status

Status	
Permanent	305,456
Temporary	14,075
Unknown	32
Total	319,563

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

Status	
Full-time	299,356
Part-time	6,100
Total	305,456

Full-time, permanent employees by gender²

Gender	
Female	80,090
Male	219,187
Not classified	79
Total	299,356

Full-time, permanent employees by age³

Age	
<30	60,414
30-50	182,974
>50	55,775
Not classified	193
Total	299,356

Full-time and part-time, permanent employees by geographic sector⁴ and gender²

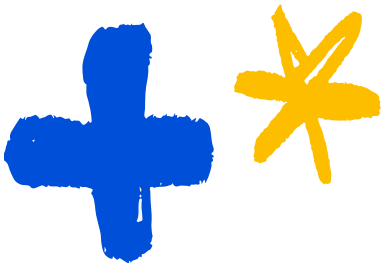
Sector	Gender	Full-time associates	Part-time associates
Africa, Middle East and South Asia (AMESA)	Female	4,667	2
	Male	20,444	-
	Total	25,111	2
Asia Pacific, Australia and New Zealand and China Region (APAC)	Female	3,928	116
	Male	5,098	149
	Not classified	-	0
	Total	9,026	265
Corporate	Female	1,932	14
	Male	1,330	1
	Total	3,262	15
Europe	Female	15,911	539
	Male	25,490	403
	Not classified	79	2
	Total	41,480	944
Frito Lay North America (FLNA)	Female	14,486	1,243
	Male	51,258	2,390
	Total	65,744	3,633
Global	Female	7,825	45
	Male	7,552	11
	Total	15,377	56
Latin America (LATAM)	Female	21,096	-
	Male	50,256	1
	Total	71,352	1
PepsiCo Beverages North America (PBNA)	Female	9,276	187
	Male	55,345	968
	Total	64,621	1,155
Quaker Foods North America (QFNA)	Female	871	17
	Male	2,365	11
	Total	3,236	28
Not classified	Female	98	-
	Male	49	1
	Total	147	1
Grand total		299,356	6,100

Full-time and part-time, permanent employees by geographic sector⁴ and gender²

Leadership level ⁵	Gender	Total		International ⁶		U.S.	
		Count	Percent	Count	Percent	Count	Percent
Senior level professionals, managers and executives	Female	12,972	44%	7,633	45%	5,339	43%
	Male	16,402	56%	9,256	55%	7,146	57%
	Not Classified	12	<1%	12	<1%	-	<1%
	Total	29,386	100%	16,901	100%	12,485	100%
Executives only	Female	2,164	40%	802	36%	1,362	42%
	Male	3,266	60%	1,413	64%	1,853	58%
	Total	5,430	100%	2,215	100%	3,215	100%

U.S. ethnicity/race demographics by employee level⁷

Employee level		Asian	Black	Hispanic	Native American	Native Hawaiian or other Pacific Islander	Two or more races	White	Not disclosed
Frontline	Count	2,395	28,249	21,063	729	543	3,177	52,129	617
	Percent	2%	26%	19%	1%	<1%	3%	48%	1%
Administrative professionals	Count	277	1,073	914	30	17	157	3,043	221
	Percent	5%	19%	16%	1%	<1%	3%	53%	4%
Entry-level professionals	Count	127	610	650	17	11	70	1,917	30
	Percent	4%	18%	19%	<1%	<1%	2%	56%	1%
Mid-level professionals and managers	Count	386	1,187	1,096	26	19	179	5,050	92
	Percent	5%	15%	14%	<1%	<1%	2%	63%	1%
Senior-level professionals and managers	Count	1,183	961	1,046	34	17	211	6,613	97
	Percent	12%	9%	10%	<1%	<1%	2%	65%	1%
Executives	Count	447	283	333	13	3	51	2,409	31
	Percent	13%	8%	9%	<1%	<1%	1%	67%	1%
Total ⁸	Count	4,815	32,364	25,103	849	610	3,845	71,164	1,088
	Percent	3%	23%	18%	1%	<1%	3%	51%	1%



U.S. gender demographics by employee level

	Gender	Count	Percent
Frontline	Female	16,279	15%
	Male	92,623	85%
Administrative professionals	Female	3,373	59%
	Male	2,359	41%
Entry-level professionals	Female	997	29%
	Male	2,435	71%
Mid-level professionals and managers	Female	2,510	31%
	Male	5,525	69%
Senior-level professionals and managers	Female	4,384	43%
	Male	5,778	57%
Executives	Female	1,492	42%
	Male	2,078	58%
Total ⁸	Female	29,036	21%
	Male	110,802	79%



U.S. people of color and gender representation by employee level⁷

Employee level		White women	Women of color	White men	Men of color	Not disclosed
Frontline	Count	6,879	9,283	45,250	46,873	617
	Percent	6%	9%	42%	43%	1%
Administrative professionals	Count	1,858	1,395	1,185	1,073	221
	Percent	32%	24%	21%	19%	4%
Entry-level professionals	Count	541	442	1,376	1,043	30
	Percent	16%	13%	40%	30%	1%
Mid-level professionals and managers	Count	1,494	985	3,556	1,908	92
	Percent	19%	12%	44%	24%	1%
Senior-level professionals and managers	Count	2,754	1,573	3,859	1,879	97
	Percent	27%	15%	38%	18%	1%
Executives	Count	978	504	1,431	626	31
	Percent	27%	14%	40%	18%	1%
Total ⁸	Count	14,505	14,182	56,659	53,404	1,088
	Percent	10%	10%	41%	38%	1%

Nasdaq Board Diversity Matrix⁹

As of May 3, 2023

	Female	Male	Non-binary	Did not disclose gender
Part I: gender identity				
Directors	5	10	-	-
Part II: demographic background				
African American or Black	1	2	-	-
Alaskan Native or Native American	-	-	-	-
Asian	-	-	-	-
Hispanic or Latinx	1	2	-	-
Native Hawaiian or Pacific Islander	-	-	-	-
White	4	6	-	-
Two or more races or ethnicities	1	-	-	-
LGBTQ+	-			
Did not disclose demographic background	-			



Employee hires by age³

Age group	Count of new hires	Percent of new hires
<30	25,493	51%
30-50	21,541	43%
>50	2,778	6%
Not classified	12	<1%
Total	49,824	100%

Employee hires by gender²

Gender	Count of new hires	Percent of new hires
Female	13,942	28%
Male	35,833	72%
Not classified	49	<1%
Total	49,824	100%

Employee hires by geographic sector⁴

Sector	Count of new hires	Percent of new hires
AMESA	1,174	2%
APAC	698	1%
Corporate	159	<1%
Europe	4,112	8%
FLNA	16,363	33%
Global	2,170	4%
LATAM	10,196	20%
PBNA	14,695	29%
QFNA	253	1%
Not classified	4	<1%
Total	49,824	100%



Employee turnover by age³

Age group	Count of former associates	Percent of former employees
<30	10,321	42%
30-50	12,610	51%
>50	1,857	7%
Not classified	27	<1%
Total	24,815	100%

Employee turnover by gender²

Gender	Count of former associates	Percent of former employees
Female	7,161	28%
Male	17,543	71%
Not classified	111	<1%
Total	24,815	100%

Employee turnover by geographic sector⁴

Sector	Count of former associates	Percent of former employees
AMESA	584	2%
APAC	459	2%
Corporate	108	<1%
Europe	3,728	15%
FLNA	8,213	33%
Global	822	3%
LATAM	4,663	19%
PBNA	6,117	25%
QFNA	118	<1%
Not classified	3	<1%
Total	24,815	100%

¹ Totals are as of June 30, 2023. Certain totals throughout do not sum to 100% due to rounding.

² This table includes associates for whom gender information is unavailable and who are, therefore, counted as 'Not classified.'

³ Where age information is not available for employees, they are reported as 'Not classified.'

⁴ 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. Where sector information is not available, they are reported as "Not Classified."

⁵ As referenced in our goals, "management" and "managerial representation" represent Senior level professionals, managers and executives.

⁶ International is every country excluding U.S.

⁷ 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.

⁸ Totals here may not sum to above due to inclusion of five employees whose level was not disclosed.

⁹ 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 classified' elsewhere in our reporting.