

Brennan Center for Justice Legacy Awards Dinner
Indra Nooyi
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Thank you, Carl. On behalf of the 285,000 PepsiCo associates around the world, it is indeed a great honor to accept this award tonight.

I want to thank co-chairs Patricia Bauman and the Honorable John Landrum Bryant. I'd like to say a special thanks to Blair Efron and Carl [Stern], to you and the Boston Consulting Group for your support of tonight's event.

As if it's not intimidating enough to speak in front of this audience, I have to follow President Clinton's former speechwriter. Michael Waldman, thank you for your terrific leadership of the Brennan Center.

The Brennan Center is enhancing its reputation for building bridges right here tonight. You just heard a Harvard grad (Carl Stern), give an award named for a Harvard Law grad (Justice Brennan) to a Yale grad (Indra), with another Yale grad (Mayor Booker) due after dinner. Mayor Booker, it is such a wonderful pleasure to be in your company and share the bill with you tonight. Go Yale!

Growing up in India, I had a long-distance love affair with America. I admired everything about this country—its ideals, its commitment to justice, equality and its willingness to break barriers. It took me a long time to understand that many of the things I love most about America are the very things that were advanced by the courage and leadership of William Brennan.

Of course, receiving this honor from the Brennan Center is the reason why Cory Booker and I stand before you tonight. But in a much larger sense, William Brennan and all that he stood for, is the reason that Cory Booker and I stand before you tonight. You can draw a straight line from his leadership on the bench—whether it is *Baker v. Carr*, or *Frontiero v. Richardson*, or any of his 1,200-plus opinions—to the opportunities we have both had in our lives. I am very thankful for that.

Too often, looking back on American history, it's easy to believe that it was all inevitable: that the experiment of Jefferson and Madison and Adams would work; that free market capitalism would create a middle class; that an independent judiciary would protect and advance our rights; that America would be a nation that stood, as Justice Brennan said, "for common human dignity."

But after some reflection, what you realize is that it was anything but inevitable: that at every point along the way, it took the passion and hard work of countless people—citizens and business and government and yes, even lawyers—to move this country forward, a little bit at a time.

At least twice, the whole system was on the verge of collapse: first, after the Civil War; and second, during the Great Depression. But both times, what America learned is that those

moments when everything seems broken, are also moments when everything can be remade: not just to be build back to the past, but to build better than before.

The Civil War brought reconstruction, which brought railroads and Wall Street and public schools and millions of immigrants—including a young Irish immigrant named William Brennan (Justice Brennan’s father), who came to Newark, because it seemed to him like a place of limitless possibility. He became a laborer, and then a union chief, and then an immensely popular Newark city commissioner. When he died in 1930, nearly one in ten city residents lined up through the night to pay respects to him.

The Depression gave way to a livable wage and Social Security and the GI Bill and homes families could afford. During World War II, I might add that then-Captain William Brennan helped maintain the peace at dozens of ammunition plants across the Midwest built by the government but managed by private companies—including Quaker Oats Company, which is now part of PepsiCo.

Why do I mention all this? It’s because I believe that we are at such a moment again.

For the third time in American history, there seem to be challenges everywhere we look. But it also offers us an opportunity to do something that only two other generations before us have had the opportunity to do: to remake our country and the American Ideal for the rest of the world.

What I believe with all my heart is that every one of us has a role to play.

The Brennan Center can work for the civic integration of immigrant communities—but they cannot do it alone. Mayor Booker can work to revitalize Newark—but he cannot do it alone. The First Lady Michele Obama can work to end childhood obesity—but she cannot do it alone. The United Nations can work to feed one billion people who are undernourished—but they cannot do it alone. Just as Justice Brennan said that “law cannot stand aside from the social changes around it,” none of us can stand aside from the changes all around it.

At PepsiCo, we believe that companies must lead. We must lead in the marketplace. And we must lead in society, to be part of the solution in every community where we do business. The old days when companies operated in isolation, when they only existed to serve shareholders, and took no responsibility for what happens around them, must come to an end.

At PepsiCo, we believe strongly that companies succeed when societies succeed—and what’s good for the world should be good for business. When I became CEO, we encapsulated our thoughts in a simple phrase: Performance with Purpose.

To us, Performance with Purpose doesn’t mean we run our business normally and then do good deeds on the side. It doesn’t mean subtracting from the bottom line to boost our reputation or foregoing profits to ease our conscience. It means that we bring together what is good for our business with what is good for the world. It is about integrating purpose in everything we do.

We measure everything we do along three planks. Human sustainability is how we transform our portfolio and address the twin problems of overnutrition and undernutrition while giving people healthier options. Environmental sustainability is about how we leave the world a better place and about finding innovative ways to reduce the use of energy, water, and packaging. Talent sustainability is about building a company where employees don't just make a living, they can have a life and bring their whole selves to work.

We measure our progress against 47 global goals and commitments that we call Performance with Purpose, "the Promise of PepsiCo." We post our progress online so everyone can see how we're doing.

With this wonderful award tonight, you are telling us that we are on the right track. But as long as there are two billion people living on less than \$2 a day; and one billion people who don't have enough to eat; and one billion people who don't have access to safe water; and 130 million girls not in school—none of us can be satisfied; and all of us have a responsibility to make a difference.

As Justice Brennan said in a speech, shortly before he retired from the Supreme Court: "We are surely nearer the beginning than the end of the struggle" to end inequity.

Here's hoping we walk that road in the way that Justice Brennan counseled: together, all doing our part, to use our gifts, to create a better world. Thank you.