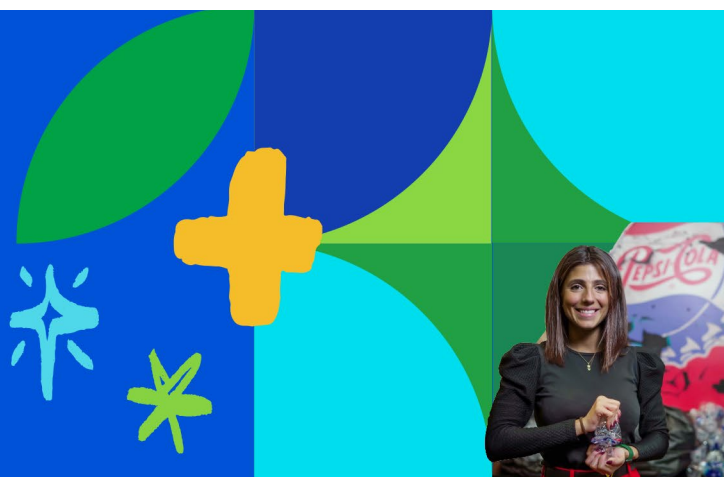


PepsiCo 2023 employee demographics¹

January 1, 2023 - December 31, 2023



Total number of employees by permanent/temporary status²

Status	
Permanent	307,521
Temporary	10,247
Not classified	32
Total	317,800

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

Status	
Full-time	301,855
Part-time	5,666
Total	307,521

Full-time, permanent employees by gender

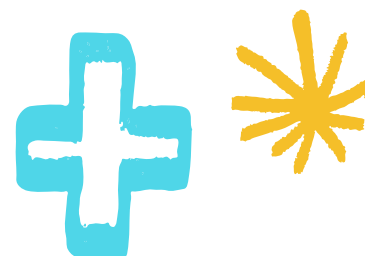
Gender	
Female	81,905
Male	219,950
Total	301,855

Full-time, permanent employees by age²

Age	
<30	60,484
30-50	184,512
>50	56,846
Not classified	13
Total	301,855

Full-time and part-time, permanent employees by geographic sector^{2,3} and gender

Sector	Gender	Full-time associates	Part-time associates
Africa, Middle East and South Asia (AMESA)	Female	4,543	-
	Male	20,086	-
	Total	24,629	-
Asia Pacific, Australia and New Zealand and China Region (APAC)	Female	4,007	117
	Male	5,305	143
	Total	9,312	260
Corporate	Female	2,129	11
	Male	1,406	1
	Total	3,535	12
Europe	Female	15,685	473
	Male	24,712	467
	Total	40,397	940
Global	Female	8,925	62
	Male	8,409	19
	Total	17,334	81
Latin America (LATAM)	Female	21,913	-
	Male	51,622	-
	Total	73,535	-
PepsiCo Beverages North America (PBNA)	Female	9,111	149
	Male	53,970	871
	Total	63,081	1,020
PepsiCo Foods North America (PFNA)	Female	15,588	1,165
	Male	54,437	2,188
	Total	70,025	3,353
Not classified	Female	4	-
	Male	3	-
	Total	7	-
Total		301,855	5,666

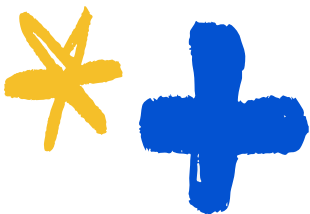


Full-time and part-time, permanent employees by geographic sector³ and gender

Leadership level ^{4, 5}	Gender	Total		International ⁶		U.S.	
		Count	Percent	Count	Percent	Count	Percent
Senior level professionals, managers and executives	Female	11,483	46%	7,032	48%	4,451	43%
	Male	13,609	54%	7,769	52%	5,840	57%
	Total	25,092		14,801		10,291	
Executives only	Female	2,302	41%	792	37%	1,510	43%
	Male	3,354	59%	1,333	63%	2,021	57%
	Total	5,656		2,125		3,531	

U.S. ethnicity/race demographics by employee level^{7, 8}

Employee level	Measure	Asian	Black	Hispanic	Native American	Native Hawaiian or other Pacific Islander	Two or more races	White	Not indicated
Level not disclosed	Count	-	5	1	-	-	1	8	-
	Percent	-	33%	7%	-	-	7%	53%	-
Frontline	Count	2,352	26,677	20,930	693	525	3,043	49,674	530
	Percent	2%	26%	20%	1%	1%	3%	48%	1%
Administrative professionals	Count	135	920	703	30	16	103	2,310	29
	Percent	3%	22%	17%	1%	<1%	2%	54%	1%
Entry-level professionals	Count	123	639	684	15	10	75	1,895	26
	Percent	4%	18%	20%	<1%	<1%	2%	55%	1%
Mid-level professionals and managers	Count	432	1,216	1,144	23	20	200	5,019	95
	Percent	5%	15%	14%	<1%	<1%	2%	62%	1%
Senior-level professionals and managers	Count	1,209	992	1,086	33	18	227	6,624	105
	Percent	12%	10%	11%	<1%	<1%	2%	64%	1%
Executives	Count	453	277	339	13	3	55	2,356	36
	Percent	13%	8%	10%	<1%	<1%	2%	67%	1%
Total ⁸	Count	4,704	30,726	24,887	807	592	3,704	67,886	821
	Percent	4%	23%	19%	1%	<1%	3%	51%	1%



U.S. gender demographics by employee level⁷

	Gender	Count	Percent
Level not disclosed	Female	10	67%
	Male	5	33%
Frontline	Female	15,486	15%
	Male	88,938	85%
Administrative professionals	Female	2,526	59%
	Male	1,720	41%
Entry-level professionals	Female	1,035	30%
	Male	2,432	70%
Mid-level professionals and managers	Female	2,549	31%
	Male	5,600	69%
Senior-level professionals and managers	Female	4,454	43%
	Male	5,840	57%
Executives	Female	1,510	43%
	Male	2,022	57%
Total ⁸	Female	27,570	21%
	Male	106,557	79%



U.S. people of color and gender representation by employee level^{7,8}

Employee level	Measure	White women	Women of color	White men	Men of color
Level not disclosed	Count	5	5	3	2
	Percent	33%	33%	20%	13%
Frontline	Count	6,502	8,984	43,172	45,766
	Percent	6%	9%	41%	44%
Administrative professionals	Count	1,426	1,100	884	836
	Percent	34%	26%	21%	20%
Entry-level professionals	Count	549	486	1,346	1,086
	Percent	16%	14%	39%	31%
Mid-level professionals and managers	Count	1,451	1,098	3,568	2,032
	Percent	18%	13%	44%	25%
Senior-level professionals and managers	Count	2,770	1,684	3,854	1,986
	Percent	27%	16%	37%	19%
Executives	Count	978	532	1,378	644
	Percent	28%	15%	39%	18%
Total ⁸	Count	13,681	13,889	54,205	52,352
	Percent	10%	10%	40%	39%

Nasdaq Board Diversity Matrix⁹

As of March 22, 2024

	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 age²

Age group	Count of new hires	Percent of new hires
<30	49,540	49%
30-50	45,022	45%
>50	5,815	6%
Not classified	756	1%
Total	101,133	

Employee hires by gender²

Gender	Count of new hires	Percent of new hires
Female	29,198	29%
Male	71,794	71%
Not classified	141	<1%
Total	101,133	

Employee hires by geographic sector^{2,3}

Sector	Count of new hires	Percent of new hires
AMESA	2,540	3%
APAC	1,533	2%
Corporate	387	<1%
Europe	10,725	11%
Global	4,508	4%
LATAM	22,297	22%
PBNA	26,563	26%
PFNA	31,912	32%
Not classified	668	1%
Total	101,133	



Employee turnover by age^{2,10}

Age group	Count of former associates	Percent of former employees
<30	14,981	37%
30-50	20,940	51%
>50	4,244	10%
Not classified	570	1%
Total	40,735	

Employee turnover by gender^{2,10}

Gender	Count of former associates	Percent of former employees
Female	11,448	28%
Male	29,120	71%
Not classified	167	<1%
Total	40,735	

Employee turnover by geographic sector^{2,3,10}

Sector	Count of former associates	Percent of former employees
AMESA	1,075	3%
APAC	805	2%
Corporate	197	<1%
Europe	6,936	17%
Global	1,322	3%
LATAM	6,528	16%
PBNA	11,087	27%
PFNA	12,685	31%
Not classified	100	<1%
Total	40,735	

¹ Totals here are as of December 31, 2023. Certain totals throughout do not sum to 100% due to rounding.

² Where age, gender, sector or status information is not available for employees, they are listed as "not classified."

³ 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.

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

⁵ International is every country excluding U.S.

⁶ Includes permanent and temporary employees.

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 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.

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.

¹⁰ For the purposes of these tables, turnover encompasses voluntary departures only.