



## Gender Parity

Gender parity is a cornerstone of our robust diversity and engagement agenda as well as our culture. In fact, PepsiCo leverages diversity and engagement as a competitive business advantage that fuels innovation, strengthens our reputation, and fosters engagement with employees and members of the communities in which we do business. We strive to improve the attraction, retention and advancement of global and diverse talent to ensure we sustain a high-caliber pipeline.

For PepsiCo, having employees who reflect the full breadth of diversity of our consumers and shoppers enables us to continue to innovate and deliver the kinds of products that our consumers want. We must continue to create a work environment that engages people with diverse traits and different ways of thinking.

**As part of our Performance with Purpose (PwP) 2025 agenda, we have set a target to strive to achieve gender parity in management roles by 2025.** PepsiCo's global, holistic and data-driven strategy for achieving greater gender diversity not only positions us to achieve the goal, it also makes us a stronger company. Globally, this strategy is tailored to local operations in 200 countries. In 2017, we made progress against this goal, moving to 39 percent of women in management roles, an improvement from 37 percent in 2015.

### Career Development & Support for Working Caregivers

While our PwP goal is focused on gender parity on management roles, we aim to support our employees in building successful and fulfilling careers, while doing our part to support them as working caregivers. The strategy is supported by a series of initiatives, including:

- Launching a framework of leadership competencies to support the development of all employees as leaders, providing employees with more clarity on how to succeed in challenging, strategic and rewarding jobs. We also increased our investment in both classroom and online learning to support the growth and development of all employees. In 2017, we were thrilled to see more than 1,220,000 hours spent on online learning tools—representing a 16 percent year over year increase.
- Implementing the “Transformational Leadership Program” (TLP), a unique program designed to equip women with the tools they need to elevate their business impact and achieve career fulfillment. By providing participants with the knowledge and skills to navigate a global matrix organization and increase their effectiveness and influence, the TLP helps propel high-performing teams and innovation at PepsiCo. In 2016 and 2017, this program was successfully piloted in the U.S. and in our Asia, Middle East and North Africa business across multiple functions and levels.
- In 2017, we began offering on-site childcare at our New York headquarters and near-site childcare near our Frito-Lay North America headquarters in Texas, with care provided by highly trained and reputable third-party providers. We also currently offer access to on-site or near-site childcare at international locations, including Mexico, India, Egypt and Pakistan, and we will continue to evaluate our global need.
- We have also worked to provide facilities for nursing mothers. In more than half of our locations worldwide with 500 or more employees, we have either dedicated mother's rooms, wellness rooms, or alternate space available for nursing mothers. We are actively working to expand the number of PepsiCo locations with facilities for nursing mothers in the coming years.



## PEPSICO

- In addition to our internal efforts, in 2017, we launched [Ready to Return](#), a pilot program in New York for professionals who are re-entering the workforce after taking time off to care for a loved one. Ready to Return is a 10-week paid program designed for experienced professionals who have been out of the corporate workforce for more than two years and are looking to return. To help ease the transition, participants are provided with mentoring and coaching support, training to refresh skills and formal and informal networking opportunities with PepsiCo employees. In 2018, Ready to Return is being expanded to the UK and Brazil. This program is a demonstration of PepsiCo's support for working caregivers in our communities.

### Initiatives Around the World

We have also empowered our local businesses to foster greater inclusion in their own ways.

An innovative example comes from our Mexico Vallejo Biscuit plant, where the "Pink Line" or "La Linea Rosa," is a production line staffed entirely by women. These are jobs that have not been traditionally held by women in Mexico, but they are thriving. The "Pink Line" has consistently realized strong results, packaging on average 75 tons each week with zero quality complaints and outstanding job order completion rates.

The Pinnacle Group, launched in 2011 in the United States, is a strong example of our efforts to grow the number of female leaders. The organization was created as a way to increase retention of PepsiCo female sales talent, and strengthen and diversify our future leadership pipeline. The program selects female sales associates with strong performance records and provides them with career development, leadership training and mentoring opportunities with senior sales leaders.

In Saudi Arabia, where we had one female employee in 2009, 25 additional women were hired within three years to fill both management and front-line roles. More recently, the Saudi team has successfully recruited, trained and retained more than 140 female employees for their food operations in Riyadh. This was accomplished with the support of government authorities, through the development of physical infrastructure in our facilities designed to accommodate both the cultural change of having women in the workplace and compliance with local laws.