



2020 Sustainability Performance Metrics



Unless otherwise noted, information with respect to our acquisitions of Hangzhou Haomusi Food Co., Ltd. (Be & Cheery), BFY Brands, Inc. (BFY), Pioneer Food Group Ltd. (Pioneer Foods), Rockstar Energy Beverages (Rockstar) and SodaStream International Ltd. (SodaStream) is not included herein. Information with respect to these acquisitions will be included as data becomes available. As a general matter, organizational changes (e.g., acquisitions, mergers and divestitures) are evaluated to determine if they have a statistically significant impact on our sustainability performance and, as data becomes available, all reported years for metrics impacted by an organizational change are recast to consistently reflect the impact of the organizational change.

Our Sustainability Reporting Suite includes multiple resources available online that explain our approach to help build a more sustainable food system. This document reflects progress against our sustainability goals, as they were structured in 2020. PepsiCo actively reviews and updates the methodologies for calculating the metrics set forth in this report. From time to time, metrics reported for prior periods may change due to enhanced data availability or methodological adjustments. For details on how we measure performance against these goals, see the [Calculation Methodology page](#) on ESG Topics A–Z.



AGRICULTURE

Advance environmental, social and economic benefits to communities around the world by supporting practices and technologies that promote improved farmer livelihoods and agricultural resiliency, like regenerative agriculture.



Target Metrics	2016	2017	2018	2019	2020	2020 Target	2020 Comments
Achieve 100% sustainably sourced¹ potatoes, whole corn, oats and oranges by 2020²	0%	24%	51%	Nearly 80%	Nearly 87% ³	100%	In the course of making significant progress toward our 2020 Agriculture goals, we encountered systemic barriers related to cultural norms, sociopolitical disruption, infrastructure deficiencies and, in some cases, lack of well-established legal systems. These systemic barriers prevented us from achieving 100% of our 2020 goal for direct-sourced crops. However, we will continue to strive to establish full sustainability through our continuous improvement process. As we continue our journey to establish sustainable sourcing of key ingredients under the new Positive Agriculture agenda we are prioritizing crops and commodities that were in the 2020 goal scope.
Achieve 100% sustainably sourced¹ palm oil by 2020⁴	16%	32%	52%	82%	99% ⁵	100%	
Achieve 100% sustainably sourced¹ cane sugar by 2020⁶	0%	34%	58%	86%	100%	100%	
Achieve sustainably sourced¹ priority raw materials based on business needs by 2025	– ⁷	15%	23%	12% ⁸	13%	100% (2025 Target)	

¹ “Sustainably sourced” refers to meeting the independently verified environmental, social and economic principles of PepsiCo’s Sustainable Farming Program, enabling continuous improvement for farmers, communities and the planet

² Progress based on the percentage of volume sustainably sourced and verified by a third party

³ Reflects the inclusion of data that became available subsequent to the publication of our Annual Report in March 2021

⁴ Progress based on the percentage volume of physically certified sustainable palm oil meeting Roundtable on Sustainable Palm Oil (RSPO) standard. For more information, visit the [Palm Oil Report](#) on ESG Topics A–Z.

⁵ 2020 results include the impact of the acquisition of Pioneer Foods. We increased our sourcing to 99.3% in 2020 through the RSPO Mass Balance physically certified supply chain model, and procured Independent Smallholder Credits for the remainder (0.7%), achieving 100% RSPO certification.

⁶ Progress based on the percentage volume of certified sustainable cane sugar meeting Bonsucro or equivalent standard

⁷ Data for this time period not available

⁸ Scope of goal was expanded in 2019 to include additional raw materials identified through a materiality assessment. For details on our materiality assessment, please refer to [GRI Material Issues and Boundaries](#) on ESG Topics A–Z.



PACKAGING

Drive progress toward our vision of a world where packaging never becomes waste.



Target Metrics	2016	2017	2018	2019	2020	2025 Target	2020 Comments
Design 100% of packaging to be recyclable, compostable or biodegradable by 2025	– ¹	87%	88%	88%	87% ²	100%	
Increase recycled content in our plastics packaging to 25% by 2025	– ³	3%	3%	4%	5% ²	25%	
Reduce 35% of virgin plastic content across our beverage portfolio by 2025⁴	– ⁵	– ⁵	– ⁵	1%	3% ²	35%	
Invest to increase recycling rates in key markets by 2025	<p>Our actions include:</p> <ul style="list-style-type: none"> • Educating and encouraging consumers to recycle • Partnering to increase and improve recycling infrastructure and building solutions for current and future material streams 						<p>Further information on partnerships, including with The Recycling Partnership, the Alliance to End Plastic Waste and Circulate Capital, are detailed on the Partnerships section of the Packaging page on ESG Topics A–Z.</p>

¹ Data for this time period not available

² 2020 results include the impact of the acquisitions of Rockstar and BFY. Beginning in 2020, we enhanced our calculation methodology using sales data to provide a more precise view of materials and to expand our coverage for less common packaging types. In some instances detailed packaging sales data was not available and was therefore extrapolated. All results are presented using our revised calculation methodology for comparability.

³ Target established in 2017

⁴ Measured versus a 2018 baseline

⁵ Target established in 2019



WATER

Drive water security to assure business continuity while positively contributing to communities.



Target Metrics	2016	2017	2018	2019	2020	2025 Target	2020 Comments
Improve water-use efficiency by 15% in our agricultural supply chain (focused on corn and potatoes) in high water-risk areas by 2025¹	- ²	- ²	3%	- ²	14%	15%	To focus efforts on implementing sustainable practices, we currently intend to collect and publish agricultural water-use efficiency data at least every three years. High water-risk locations defined by WRI's Aqeduct tool.
Improve operational water-use efficiency by 25% in high water-risk areas by 2025^{1,3}	1% ⁴	2% ⁴	4% ⁴	9% ⁴	15% ⁴	25%	Under our Performance with Purpose goals (2006–2015), water-use efficiency improved by 25.8% in all global legacy operations. In 2020, the impact of the acquisition of Pioneer Foods contributed 3 percentage points of progress against the 2015 baseline.
Replenish 100% of the water we use in manufacturing operations in high water-risk areas by 2025	9% ⁴	11% ⁴	8% ⁴	10% ⁴	18% ⁴	100%	Replenishment benefits claimed for local activities are capped at 100% to prevent overachieving projects from inflating global progress measurements. In 2020, the impact of the acquisition of Pioneer Foods contributed 2 percentage points of progress against the 2015 baseline.
Adopt the Alliance for Water Stewardship Standard as our vehicle for water advocacy in high water-risk areas by 2025	At the end of 2020, we had 10 high water-risk facilities in progress of adopting the Alliance for Water Stewardship Standard.						For more information, visit the Water page on ESG Topics A–Z.
Deliver safe water access to 25 million people by 2025	11 million	16 million	22 million	44 million	More than 55 million	100 million (2030 Target)	Metric counts the cumulative number of people provided with access to safe water since 2006.

¹ Measured versus a 2015 baseline

² Data for this time period not available

³ Third-party limited assurance provided

⁴ Results reflect the inclusion of the Pioneer Foods portfolio



CLIMATE

Do our part to curb climate change by reducing greenhouse gas (GHG) emissions across our value chain.



Target Metrics	2016	2017	2018	2019	2020	2030 Target	2020 Comments
Scope 1 & 2: Reduce absolute GHG emissions by 75% by 2030^{1,2}	1% ³	4% ³	6% ³	9% ³	23% ³	75%	For more information, visit the Climate Change page on ESG Topics A-Z.
Scope 3: Reduce absolute GHG emissions by 40% by 2030^{1,4}	- ⁵	- ⁵	3%	2% ⁶	3%	40%	
Total Emissions: Reduction of absolute GHG emissions¹	- ⁵	- ⁵	3%	2% ⁶	5%		

¹ Measured versus a 2015 baseline

² Third-party limited assurance provided

³ Results reflect the inclusion of the Pioneer Foods portfolio

⁴ Results reflect the inclusion of Pioneer Foods, Rockstar and BFY; Pioneer Foods portfolio is included only in fuel/energy related activities within Scope 3; BFY and Rockstar are included only in purchased goods and services within Scope 3

⁵ All data for this time period is not available

⁶ Beginning in 2019, we enhanced our calculation methodology. Baseline year 2015, and 2019, have been recalculated utilizing this enhanced methodology.



PRODUCT

PepsiCo's expanded slate of more nutritious and reformulated products is bringing consumers options that are better for people and better for our planet.



Target Metrics	2016	2017	2018	2019	2020	2025 Target	2020 Comments
≥ 67% of beverage portfolio volume will have ≤100 Calories from added sugars per 12oz. serving by 2025¹	40% ²	40% ³	44% ⁴	47% ⁵	48% ⁶	67%	Our global progress is based on our Top 26 Beverage markets, which represent 80% of our global beverage volume as of 2020.
≥ 75% of foods portfolio volume will not exceed 1.3 milligrams of sodium per Calorie by 2025¹	54% ²	56% ³	58% ⁴	61% ⁵	64% ⁷	75%	Our global progress is based on our Top 23 Foods markets, which represent 88% of our global foods volume as of 2020. In 2020, the impact of the acquisition of Pioneer Foods contributed 1 percentage point of progress.
≥ 75% of foods portfolio volume will not exceed 1.1 grams of saturated fat per 100 Calories by 2025¹	66% ²	61% ³	61% ⁴	62% ⁵	71% ⁷	75%	Our global progress is based on our Top 23 Foods markets, which represent 88% of our global foods volume as of 2020. In 2020, the impact of the acquisition of Pioneer Foods contributed 4 percentage points of progress.

¹ Third-party limited assurance provided (2020 data pending assurance)

² Represents Top 10 markets. Top 10 markets represented 63% of beverages volume and 79% of foods volume as of 2016.

³ As of 2017, Top 26 Beverage markets represented 80% of our global beverages volume and Top 23 Foods markets represented 90% of our global foods volume

⁴ As of 2018, Top 26 Beverage markets represented 80% of our global beverages volume and Top 23 Foods markets represented 89% of our global foods volume

⁵ As of 2019, Top 26 Beverage markets represented 79% of our global beverages volume and Top 23 Foods markets represented 90% of our global foods volume. Results reflect inclusion of the SodaStream portfolio.

⁶ 2020 results reflect the inclusion of the SodaStream, Rockstar and Pioneer Foods portfolios

⁷ 2020 results reflect the inclusion of the Pioneer Foods and BFY portfolios



PEOPLE

Across our business and throughout our complex global value chain, PepsiCo is helping to build diverse, equitable and inclusive workplaces, and investing to support prosperity in local communities.



Target Metrics	2016	2017	2018	2019	2020	2025 Target	2020 Comments
Human rights: Advance respect for human rights by using PepsiCo's capabilities and scale.							
Drive fair and safe working conditions throughout our value chain by addressing our most salient human rights issues	Our actions include: <ul style="list-style-type: none"> • Embedding respect for human rights throughout our business and value chain • Conducting ongoing due diligence • Engaging with our stakeholders and driving collaborative action • Providing effective grievance mechanisms and access to remedy 						Please see our 2019 Human Rights Report for detailed information on our approach, ongoing initiatives, and progress in addressing our salient human rights issues.
Extend the principles of our Supplier Code of Conduct to all of our franchisees and joint ventures by 2025	Our actions include: <ul style="list-style-type: none"> • Establishing a formal program to engage our franchisees and joint ventures • Engaging our franchisees and joint ventures on our human rights agenda 						Please see the Policy Framework Section of our 2019 Human Rights Report for detailed information on our work to extend the principles of our Supplier Code of Conduct to our franchisee and joint ventures.
Diversity: Promote a diverse and inclusive workplace.							
Achieve gender parity by 2025 in management roles	38%	39%	40%	41%	41% ¹	50%	% of women in management roles based on full-time and part-time employees.
Sustain our pay equity program	Women and men are paid within 1% of each other (based on base compensation) ²					100%	71 countries included in 2020 analysis, representing 99% of salaried employee population, after controlling for legitimate drivers of pay such as job level, geographic location, and performance ratings.
Prosperity: Increase the earnings potential of women to drive economic growth and increase food security.							
Invest \$100 million by 2025 to provide 12.5 million women with essential resources for workforce readiness and in programs that empower women in the food system and farming	\$6.7 million	\$14.3 million	\$33.8 million ³	\$50.0 million ³	\$64.7 million	\$100 million	Cumulative investments. These are funded by both PepsiCo and the PepsiCo Foundation.

¹ 2020 progress includes data from the Pioneer Foods, Rockstar and BFY acquisitions

² After controlling for legitimate drivers of pay; analysis excludes frontline. U.S. and U.K. included in 2016 analysis. 21 countries included in 2017 analysis. 33 countries included in 2018 analysis. 69 countries included in 2019 analysis.

³ Prior period results for this metric have been adjusted to reflect enhanced data availability