

THE NEXT STEP IN OUR EQUALITY JOURNEY

We will be investing more than \$400 million over 5 years to address issues of inequality and create opportunity. Our strategy is focused on three pillars: People, Business, and Communities.

PEOPLE

With a total investment of \$25 million over 5 years, we will:

1. Expand our **Black managerial population by 30%** by 2025 through internal development and recruitment—we will **add more than 250 Black associates to managerial roles** by 2025, including adding a minimum of **100 Black associates to our executive ranks**.
2. Accelerate our **recruitment efforts** with Historically Black Colleges and Universities and increase partnerships with diversity organizations in core schools.
3. Establish **scholarship support valued at \$25 million** for students transitioning from 2-year to 4-year programs and scale our existing efforts to support trade/certificate and academic 2-year degrees through community colleges for 400 Black students per year—these funds will also provide wrap-around support, including money for books, transportation, housing, and more.
4. Activating associates to help **drive ongoing change in our organization**, with a focus on internal mentoring, coaching, and continuous development—we know that many of you want to get involved, and we will need your support to see our journey through.
5. Mandate company-wide **unconscious bias training**, followed by continued training aimed at reducing biases in the workplace; including performance objectives tied to manager annual reviews; and requiring diversity on executive candidate slates and interview panels—we'll also expand our programs dedicated to supporting Black talent throughout critical career stages.

BUSINESS

With an incremental investment of \$400 million over 5 years, we will:

6. More than double our spending with **Black-owned suppliers with an incremental spend of \$350 million**; expanding our supplier pipeline through advocacy and outreach; and building supplier capability targeting growth across services, agriculture, sustainable packaging, and operations.
7. Use our buying power to **create more jobs for Black creators at our marketing agencies and make them part of our content development**—we will implement a **Creative Agency Diversity Policy** modeled on our existing policy for the selection of legal services, including an annual audit.
8. Invest **\$50 million over five years to strengthen local Black-owned businesses**.

COMMUNITIES

With an incremental \$12.5 million commitment over 5 years, we will:

9. Accelerate our support for social programs that impact Black communities, including delivering **\$6.5 million in community impact grants to address systemic issues; investing \$1 million to replicate our holistic community support program**, Southern Dallas Thrives, in Chicago; and expanding our Food for Good initiative providing jobs and access to nutrition to more Black communities.
10. Support **Black-owned restaurants** as part of our Small Businesses Program, including mentoring, management training and help obtaining financing.
11. Invest **\$5 million** to launch a **Community Leader Fellowship program** for Black non-profit CEOs. We will provide grants to participants' organizations, executive education, and connections to PepsiCo leaders and partners.