PUBLIC QUESTIONS

1. **Please provide one or two examples that demonstrate how your company has identified, assessed, and mitigated risks to Human Rights Defenders through its human rights and environmental due diligence processes since the adoption of your commitment.**

   PepsiCo integrates consideration of stakeholder engagement, grievance mechanisms, and risks of potential retaliation into its broader human rights due diligence processes. As part of our global human rights due diligence program, we conduct risk assessments across our direct operations and strategic tier-1 supply chains of key ingredients and materials to help identify potential human rights impacts within our business and direct supply chain.

   One example is our use of grievance channels to help identify emerging human rights issues raised by stakeholders including workers, communities, suppliers, and civil society organizations. Information gathered through these channels is assessed as part of our due diligence process and, where appropriate, may result in additional investigations, stakeholder engagement, supplier oversight, targeted training, and/or corrective actions intended to mitigate potential risks.

2. **What steps does your company take to ensure that affected or potentially affected stakeholders - including local communities, Indigenous Peoples, workers, and civil society organisations - are aware of its commitments regarding Human Rights Defenders? Please provide an example of how these commitments have been communicated in practice.**

   PepsiCo communicates its expectations around respect for Human Rights Defenders through a combination of public policies, stakeholder engagement activities, grievance mechanisms, supplier communications, and due diligence processes. Our Global Human Rights Policy, Global Supplier Code of Conduct, and Human Rights Defenders Statement are available on our website and are reinforced through engagement with workers, communities, suppliers, civil society organizations, and other stakeholders, where possible.

   In practice, human rights standards and expectations are discussed during human rights due diligence assessments, stakeholder interviews, remediation efforts, and engagement activities conducted in higher-risk geographies and sectors. PepsiCo also maintains grievance channels that are available to employees and external stakeholders, helping ensure concerns can be raised without fear of retaliation.

3. **What steps does your company take to ensure that business partners - including suppliers, contractors, and other relevant business relationships - understand and respect its commitments regarding Human Rights Defenders? Please provide an example of how a business partner has engaged with or implemented these commitments.**

   PepsiCo expects its suppliers to conduct business in a manner consistent with our human rights expectations. These expectations are communicated through our Global Supplier Code of Conduct and contractual requirements where possible.

   Suppliers are expected to maintain appropriate management systems, cooperate with any PepsiCo assessments and audits, support effective grievance mechanisms, and mitigate identified and substantiated human rights risks. Where instances of non-compliance are identified, PepsiCo works

with its strategic, tier-1 suppliers to help implement corrective actions and strengthen preventive measures, where possible.

4. **Please provide an example of how a Human Rights Defender or affected community member safely raised a concern related to your company's operations, projects, or business relationships, and describe the steps the company took to address the concern and prevent retaliation.**

   PepsiCo maintains multiple channels through which workers, communities, suppliers, civil society organizations, and other stakeholders may raise concerns related to our policies or applicable law. Concerns may be submitted through local engagement processes, grievance channels, or PepsiCo's Speak Up reporting system, among other avenues. When concerns are raised, PepsiCo assesses the information and, where appropriate, investigates, engages relevant stakeholders, and aims to support remediation, for example, through additional due diligence, supplier engagement, targeted assessments, corrective action plans, and/or ongoing monitoring.