

150 Years of Better Care for a Better World

2022 Global Sustainability Report



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ABOUT THIS REPORT

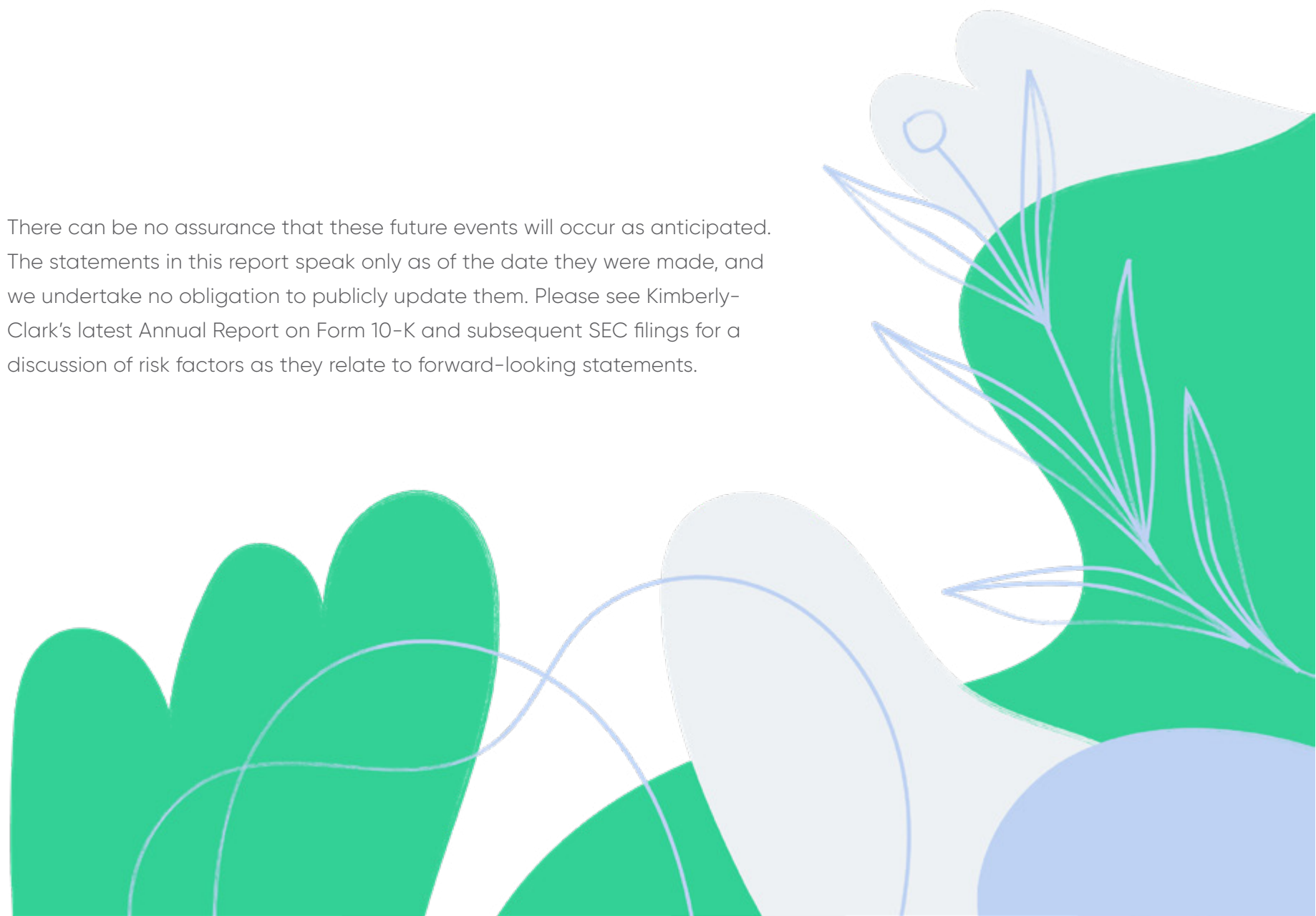
Disclaimer and Forward-Looking Statements

All statements in this report that are not historical, including goals for and projections of future results, the expected execution and effect of our sustainability strategies and initiatives, and the amounts and timing of their expected impact, constitute forward-looking statements that are based on management's expectations and beliefs concerning future events impacting the company. This report represents and contains data, events, highlights, and stories for the period between January 1 to December 31, 2022.

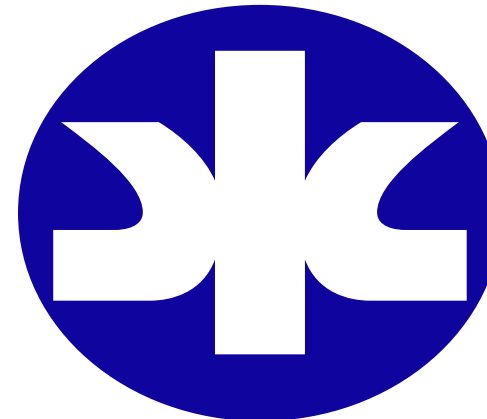
Many factors outside our control, including competitive pressures, evolving legal and regulatory requirements, and societal and market conditions globally and in the markets in which we do business, could cause actual results to vary. Issues identified as material for the purposes of this report may not be considered material for SEC reporting purposes.

The numbers and percentages used in this report may be estimates or approximations and based on assumptions and statements regarding goals and target in this report are aspirational and not guarantees that such goals and targets will be met.

There can be no assurance that these future events will occur as anticipated. The statements in this report speak only as of the date they were made, and we undertake no obligation to publicly update them. Please see Kimberly-Clark's latest Annual Report on Form 10-K and subsequent SEC filings for a discussion of risk factors as they relate to forward-looking statements.



For A Better World: Growing for Good



Better Products

Innovating for more sustainable products



Better Workplace

Fostering a culture of integrity and belonging



Better Planet

Safeguarding our climate and natural ecosystems



Better Society

Partnering with changemakers to uplift our communities



A MESSAGE FROM CHAIRMAN AND CEO MIKE HSU

In 2022, Kimberly-Clark celebrated its 150th anniversary, marking generations of providing care to people around the world through our health and hygiene products.

Since our founding in 1872, we have grown into a \$20 billion global business with a portfolio of iconic brands trusted by billions of consumers around the world.

For Kimberly-Clark, 2022 was also a year of resilience as we, and the world at large, faced significant geopolitical and macroeconomic challenges, including weather-related impacts from a changing climate. As I reflect on the next 150 years—not only for our company, but for society as a whole—it's clear to me that our purpose of Better Care for a Better World is more relevant now than ever before. Our purpose brings together our heritage of innovation and our commitment to providing care with our intention to be even better in the areas that deliver value to our stakeholders: providing better products, contributing to a better planet, creating a better workplace, and fostering a better society.

Our [2030 sustainability goals](#) are critical to our purpose, and our sights are set on achieving them. Here are progress highlights for 2022:

Better Products

For Kimberly-Clark, providing better products means driving innovation that helps deliver enhanced consumer benefits while striving to both use less material and increase our use of sustainable materials. In 2022, we continued to advance more sustainable solutions, including expanding our range of biodegradable baby wipes made with plant-based fibers and investing in reusable period and incontinence products. In 2022, we reached 5.1% of recycled content in our plastic packaging, moving us closer to our 20% recycled content goal for 2025.

Better Planet

We are actively working to do our part to help limit the rise of global temperatures and help restore the planet's natural ecosystems. We made progress in decarbonizing our value chain in line with our SBTi targets* to reduce our Scope 1 and 2 emissions by 50% and advanced our strategy to decrease Scope 3** emissions by 20% by 2030. As of the end of 2022, we have achieved a 42.0% reduction for Scope 1 & 2 and 10.8% for Scope 3 in greenhouse gas emissions globally compared to our 2015 baseline. We are thrilled to have achieved our goal of sourcing 90% of our tissue fiber from environmentally preferred sources, ahead of schedule, to support sustainable forest management. Our teams also continued to help address water scarcity in water-stressed locations, achieving a 42.1% reduction in consumption against our 2015 baseline. We continue to focus on preserving the sensitive watersheds that our operations and the surrounding communities depend upon.

* Science-based Target Initiative

** Scope 3 reduction targets focus on purchased goods and services and end-of-life treatment of sold products

Better Workplace

We are building a purpose-led, performance-driven culture underpinned by our values and commitment to inclusion, equity, diversity, well-being, and human rights. This commitment extends to our supply chain, which is reflected in our workplace and [human rights standards](#).

In 2022, as part of our ongoing efforts to foster a better workplace, we continued to prioritize inclusion and diversity (I&D). We hosted I&D Power Days in more than fifty countries to help deepen our knowledge of the actions and behaviors needed to be a truly inclusive company that supports and celebrates the diversity of our teammates. I also renewed my pledge to CEO Action for Diversity, reflecting my personal commitment to advancing I&D at Kimberly-Clark.

As we continued to navigate the global COVID-19 pandemic, the health and safety of our people remained a top priority. We continued to provide COVID-19 education and offered on-site testing in select facilities. Additionally, our teams continued to implement safety measures at our sites to mitigate the risk of COVID-19 when the environment called for us to adjust. Supporting our

people's safety enabled us to continue producing essential health and hygiene products that people around the world need every day.

Finally, another focus for us throughout the year was to support the health and safety of our Ukrainian teammates, some of whom were among those displaced by the war. Kimberly-Clark donated \$1 million in financial aid and health and hygiene products to support humanitarian efforts in Ukraine and neighboring countries. We also matched the generous contributions of our employees who donated to the International Federation of the Red Cross.

Better Society

Kimberly-Clark partners with changemakers who help us provide better care to communities so they can thrive. In 2022, our brands continued to deliver against our goal to help [advance the well-being of 1 billion people in vulnerable and underserved communities](#) by 2030 by increasing people's access to clean water, safe sanitation and hygiene through programs like "Toilets Change Lives" and partnerships with NGOs, including Water For People, WaterAid, and Plan International.

I'm proud of what our team has accomplished in the past year and to be part of a company that has cared for people globally for 150 years. Still, I recognize there is more to do. As a signatory to the United Nations Global Compact, we reaffirm our commitment to its Ten Principles by driving a strategy that prioritizes these and other focus areas that affect our society. Our collective ability to achieve a more sustainable world for the well-being of future generations lies in the balance.

We look forward to sharing more stories on an ongoing basis concerning the important work being done for sustainability. As Kimberly-Clark continues to grow our business and deliver the next era of care for consumers, customers, communities, and our people, we're committed to working to drive positive impact as we create long-term value for our stakeholders. That is how we deliver Better Care for a Better World.



Mike Hsu

Chairman & CEO



LISA MORDEN, VICE-PRESIDENT OF SAFETY, SUSTAINABILITY & OCCUPATIONAL HEALTH

Reflections on Kimberly-Clark's 150 years of Care

In the wake of Kimberly-Clark's 150th anniversary in 2022, Lisa Morden talks about the history that led to our current sustainability ambitions and how we are driving that focus to 2030 and beyond.

Sustainability is a commitment to the future. How did Kimberly-Clark's past actions set up the company's current focus?

Kimberly-Clark began as a pulp and paper company in 1872 and historically owned or operated millions of acres of forest land. From the earliest days, our leaders knew that the health of our business was inextricable from the health of those forests. They knew that responsible forest management and forest regeneration was necessary to protect future supply of essential fibers and to secure the social and economic future of the communities that depended on them. I believe that helped to set the tone for generations of business leaders to come.

Your own career also started on the pulp side of the business. How did that experience shape your views?

I started in the Environmental Control team at a Kimberly-Clark pulp mill in Canada, and that cemented my passion for environmental management. Pulp mills and their woodlands operations are environmentally intensive, and we had complex challenges on all fronts, but it was an incredible experience to see our people and teams rally together to solve those challenges. That was in 1994, so I've seen a full fifth of Kimberly-Clark's history, firsthand. I've seen our sustainability work evolve from a regulatory compliance focus to what we have today, where sustainability is integral to our brands, our operations and our purpose of Better Care for a Better World.

What were some of the significant catalysts and milestones on that journey?

In the mid-1990, the company rolled out a program called "Vision 2000," which recognized that while we were doing a good job of complying with environmental rules around the world, those rules and their enforcement were also highly variable. The premise was to extend some of the leading practices and technologies from more regulated markets to those that were less regulated, with defined performance benchmarks around things like wastewater treatment, energy efficiency, and waste management.

Frankly, I wondered whether some of these goals, including zero waste to landfill, were achievable. But fast-forward to 2022, we diverted 94% of our manufacturing waste from landfills, improved our energy efficiency by nearly 50%, and we continue to operate advanced wastewater treatment systems around the world. The experience taught me about the power of constancy of purpose and a growth mindset. Big, audacious goals can seem daunting, but with perseverance and commitment to the mission, our teams get in the boat and start rowing.

It is this progression through time that gives me not only a sense of pride in the company, but hope and optimism about the future. Periodically, we set new sustainability goals and evolve to meet them, and we're able to do that because we have a deeply embedded culture of caring and doing the right thing.

That's the value of a long tenure: You know the company is able to achieve big goals because you've seen it happen before.

Exactly. With Vision 2000, our leaders recognized the challenges ahead for our product categories, and took steps to prepare the company for the future. That's what a sustainability focus can accomplish. From Vision 2000, 2005, 2010 then to Sustainability 2015, 2022 and 2030, our goals expanded from manufacturing to other aspects of our business, brands and supply chain.

Every year, we aim to engage more internal stakeholders in the conversation and continue to refine the value for accelerating our progress. The past few years have been incredibly exciting because our brand and innovation teams have

really stepped up to the challenges and are using their expertise to develop innovative and more sustainable solutions. That thrills me because it's what we need to keep up with fast-changing regulatory, reputational, supply chain, and stakeholder expectations. Sustainability used to be viewed as a nice-to-have. Today it's a business imperative—and an area that can be a source of innovation and growth.

Kimberly-Clark has a strong history of taking on challenges and delivering solutions. What's next?

We've been very successful at driving change, whether that's shifting our supply chain to embrace the gold standard of sustainable forest management or rapidly developing and adopting protocols to keep our people safe during the COVID-19 pandemic. In each instance, our teams were successful because they were aligned to a shared purpose. More recently, we have been considering how we might achieve 100% renewable energy—another big challenge. Today, almost 37% of our purchased power is directly or indirectly from renewable sources, and we can see a pathway to increase much further. Constancy of purpose!

As an organization, we must continue to remind ourselves to be bold and courageous, because that's how we break through to create positive impact. Whether it's working toward zero waste, net-zero emissions, or contributing to forest and water conservation.

When we get out in front with an ambition that is both inspirational and urgent, our people and our partners join in the mission and drive real environmental and social benefits where we operate.



BRINGING OUR PURPOSE TO LIFE

A company's purpose is its north star, inspiring its people to be their best selves and make a real difference.

That's how we see Kimberly-Clark's purpose, Better Care for a Better World. It's a summation of our best ambitions over the past 150 years, and of all we aspire to be and do in the future. It aligns our business aspirations with our sustainability vision, focusing our efforts to manifest better products, a better planet, better workplaces, and a better society. It's how we show up, every day, and do what's right.

Aligning with our business focus and the United Nations Sustainable Development Goals (SDGs), we strive for social impact that addresses inequities in access to hygiene, sanitation, and education. In our operations and value chain, we work to reduce our environmental impacts associated with single-use plastics, forest reliance, carbon emissions, and water use. We are continually growing our use of renewable energy, working toward a decarbonized future.



We're committed to working to make lives better while helping safeguard the world's natural resources and biodiversity. To guide our efforts, we've established [ambitious goals](#).

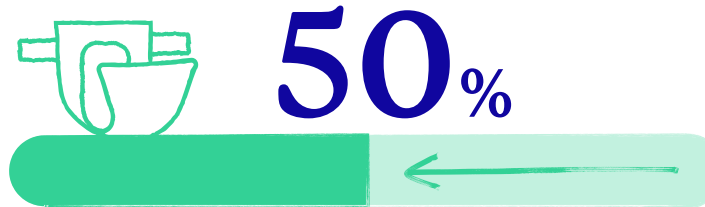
Our 2030 Goals

Social Impact



Plastics

Reduce our plastics footprint by 50% over a 2019 base year



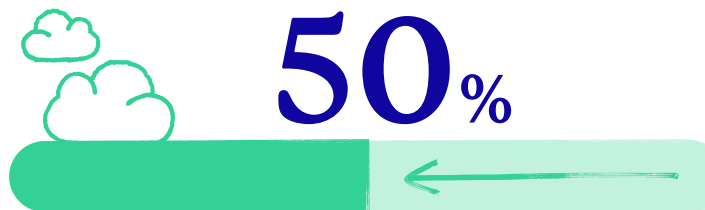
Forests

Reduce our Natural (Northern) Forest Fiber footprint by 50% over a 2011 base year (by 2025)



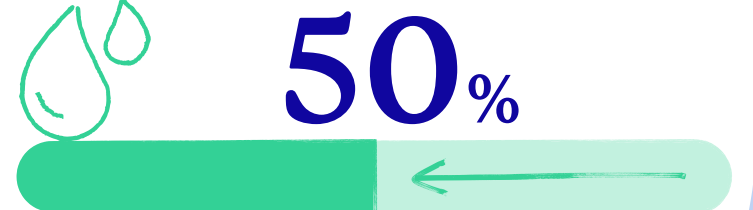
Carbon

Reduce our absolute GHG emissions (Scope 1 and 2) by 50% over a 2015 base year



Water

Reduce the water footprint of our mills in water-stressed* areas by 50% over a 2015 base year



* "Water stress" refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress.

2022 Highlights



Better Products

Packaging that is reusable, recyclable, or compostable*



Product materials that are either biodegradable or recovered/recycled



Plastic Footprint reduction**



Packaging Recycled Content



* Access to recycling or industrial composting may not be available in all communities.

** Virgin fossil fuel use minus plastic waste (post-industrial and post-consumer) recovered for beneficial use. Excludes other non-renewable materials (i.e., tapes, adhesives, binders, and absorbents).



Better Workplace

Board of Directors

6/12 women

4 ethnically diverse



Executive Leadership Team

31.0% women

54.0% U.S. people of color



Team Leadership (Director-level and above)

37.2% women

25.1% U.S. people of color



All levels of management

37.7% women

21.9% U.S. people of color



Better Planet

Fiber from environmentally preferred sources



Absolute Scope 1 & 2 emissions reduction



Water consumption reduction at water-stressed* sites



Absolute Scope 3 emissions reduction**



* "Water stress" refers to the ability, or lack thereof, to meet human and ecological demand for water. Compared to scarcity, water stress is a more inclusive and broader concept. It considers several physical aspects related to water resources, including water scarcity, but also water quality, environmental flows, and the accessibility of water. We use the World Resources Institute Aqueduct water tool to identify the regions of water stress.

** Reduction target is focused on emissions from the Greenhouse Gas Protocol's Scope 3 Category 1 (Purchased Goods and Services) and Category 12 (End of Life Treatment of Sold Products).



Better Society

Advance the well-being of

1 billion people

in vulnerable and underserved communities

17.1M
2015-2019

8.6M
2020

15.7M
2021

47.5M
2022

88.9M

Total lives impacted since 2015



30.4M

Empowering women and girls

7.2M

Access to sanitation

9.6M

Helping children thrive

0.3M

COVID-19 & others

BETTER PRODUCTS





“

Innovation is in our DNA. We're inventors at heart, so we're leveraging our advantaged technologies to create breakthrough solutions that delight consumers while helping to solve some of our industry's toughest sustainability challenges.”

Robert Long

Chief Research & Development Officer



At Kimberly-Clark, we invest in innovation with the aim that consumers don't have to choose between what's good for them and what's good for the planet.

To realize that future, we continue to explore more sustainable solutions and raw materials. This includes alternative fibers, polymers, and product solutions to reduce our plastics, forests, and carbon footprints, and help protect the natural ecosystems we all depend upon—while delivering products consumers need to support their essential health and hygiene needs.



CIRCULAR ECONOMY, PLASTICS & WASTE MANAGEMENT

Since the 1950s, fossil-fuel-based plastics have provided flexible, hygienic solutions, but their impacts on the environment and its ecosystems are increasingly unsustainable. This is why we are working toward aggressive goals designed to reduce our overall plastic footprint.¹

These goals challenge our teams around the world to:

- Improve material efficiency
- Develop more sustainable alternatives to virgin, fossil fuel-based plastics
- Support circular material flows and other sustainable end-of-life solutions

To help shift the paradigm, Kimberly-Clark aspires to cut our plastic footprint in half by 2030, from our 2019 baseline.¹

1. Virgin, fossil fuel-based plastics use minus plastic waste (post-industrial and post-consumer) recovered for beneficial use. Excludes other non-renewable materials (i.e., tapes, adhesives, binders, and absorbents).
2. Excludes major construction and demolition debris as well as waste with a regulated or mandated disposal method.
3. Access to recycling or industrial composting may not be available in all communities.

Progress Toward Our Goals

The following represents our cumulative progress against our long-term goals.

Plastic Footprint reduction¹

11.5%



of 50% goal



Product materials that are either biodegradable or recovered/recycled

70.6%



of 100% goal



Landfill Diversion²

94.1%



Packaging that is reusable, recyclable, or compostable³

98.3%



of 100% goal

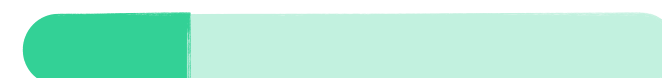


Packaging Recycled Content

5.1%



of 20% goal



Note: Our fundamental assumptions and estimates are based on currently available data/systems, which will continue to be refined.



As we strive to influence the shift to more sustainable materials and processes, we're continuing to partner with stakeholders across our value chain to drive innovation and action.

Reducing plastics is an important priority for Kimberly-Clark. This is a difficult global challenge that requires collaboration across sectors and industries, and we are deeply committed to being a part of the solution.

Our plastic footprint reduction ambition is immensely challenging. Some of the barriers we encounter include:

- Affordability, supply, and functional performance of alternative solutions
- Limited industry collaboration and innovation
- Inadequate waste management infrastructure
- Regulatory complexity and lack of incentives

We are actively engaged with key stakeholders and organizations on plastic pollution. We are participating in negotiations for a United Nations global treaty to address plastic pollution, and last year, we joined the World Wildlife Fund & Ellen MacArthur Foundation Business Coalition for a Global Plastics Treaty. These organizations are critical in developing policies and programs for plastic waste reduction, including incentivizing private sector innovation toward more sustainable, circular practices.

Our teams around the world continue to explore, test, and learn, and looking forward, value chain innovation and systems change will be required to unlock barriers to progress. While traditional solutions support the essential needs of the consumers, we must understand the value of end-to-end networks in order to find ways to catalyze the circular economy in a sustainable way.

Progressing solutions for Waste

Due to higher costs for alternative pathways and disruptions in the recycling supply chain, we came 6% short of our 2022 goals of diverting 100% of our manufacturing waste to landfill. Our teams are actively seeking cost-effective and sustainable solutions as we close in on diverting our last remaining landfill-bound waste streams to more beneficial uses.

In 2022, K-C continued to partner with various organizations to tackle diaper waste:

South Africa: In partnership with municipalities and communities lacking in adequate waste infrastructure, a diaper waste collection study was conducted to enable modeling of potential solutions to unsanitary disposal. Successful waste collection is a prerequisite on the journey to identifying circular solutions.

Brazil: In late 2021, a pilot project was launched with partners conducting material separation and processing for use in secondary markets. The learnings from this pilot are serving to inform additional work in the coming years.

Australia: [The Nappy Loop](#) initiative, collaborated with partners from the scientific community, industrial composters, and child care centers to remove plastics and transform the waste into nutrient-rich compost and biogas. Early results are promising.



The Nappy Loop: Australia Diaper Recycling Project

Boosting Professional Product Sustainability

In professional settings, hand towel rolls are typically mounted with a plastic core plug, which must be removed before recycling the card-based roll. In 2022, Kimberly-Clark Professional changed that script, developing the industry's first 100% bio-based and recyclable core plug for Scott and Kleenex hand towel products sold across Europe, the Middle East, and Africa (EMEA).

Made primarily from starch and fiber, the plastic-free core plugs are projected to reduce our plastic consumption by over 30 tons annually—equivalent to 1.5 million plastic bottles—while increasing cleaning professionals' efficiency and businesses' recycling rates.

RightCycle™, another sustainability initiative for the EMEA's Kimberly-Clark Professional space, combats the waste problem when upgrading from old wall-mounted towel dispensers to our new ICON™ units. Every element of the old dispensers is recycled and maintained in the value chain, and the new ICON units are designed for circularity, with a longer life at 99.9% reliability and zero plastic in their construction.

RightCycle™ is currently live in the three key ICON markets: Germany, France, the United Kingdom/Ireland.



Plastic-Free Baby Wipes in EMEA

In our third quarter of 2022, our EMEA operations transitioned production of Huggies baby wipes from an external provider to our own manufacturing facility in Flint, Wales. Internally manufacturing this product brought sustainability and consumer experience improvements. By replacing Kimberly Clark's traditional Baby Wipes basesheet, made from 70% cellulose fibre and 30% polypropylene, with a new 100% cellulose fibre material, we eliminated 350 MTs of plastic annually. Additionally, the product packaging is made from recycle-ready flow wrap film with 30% recycled Post Consumer Recycled content. Through a change in product formulation to eliminate plastic, we improved the product's sustainability and perceived hand-feel, and a packaging change improved the consumer dispensing experience.

PRODUCT QUALITY & SAFETY

Product quality and safety requires making every effort to deliver products that delight consumers, enhance their well-being, and meet applicable regulatory requirements worldwide. Through our science-based approach, we aspire to use the safest ingredients. We also believe that transparency helps educate people about our products to help them make informed choices, which is why we publish a detailed list of many of our ingredients on our website.

Promoting Consumer Safety

Kimberly-Clark's Quality, Regulatory, and Compliance organization has an extensive global team to ensure the safety and quality of our products for their intended use as well as their compliance with regulations and our own standards. In 2022, the organization conducted more than 3,500 safety and compliance assessments of new ingredients, raw materials, finished products, design changes, and market expansions.

We remain committed to reducing or eliminating ingredients of emerging concerns and to using alternatives.

To inform our product development work, we maintain a [Restricted Substances List](#) that seeks to provide an up-to-date, consistent, global approach to safeguarding our consumers and the environment from exposure to ingredients of potential concern.



Employee from K-C Manufacturing Site, Paris, TX, U.S.



+3,500

safety and compliance
assessments conducted

Historically, we removed microbeads, triclosan, and nonylphenol ethoxylates from Kimberly-Clark Professional skin care products, and focused on the removal of parabens and phenoxyethanol from our baby and feminine care wipes. Today, we continue to focus on removing residual, unintended sub-ingredients in raw materials, which we work to eliminate through outreach to our suppliers.

Kimberly-Clark remains a member in the Green Chemistry and Commerce Council, a multi-stakeholder collaborative initiative that helps drive the commercial adoption of even safer, more sustainable, and high-performing chemical solutions.



Enhancing Transparency

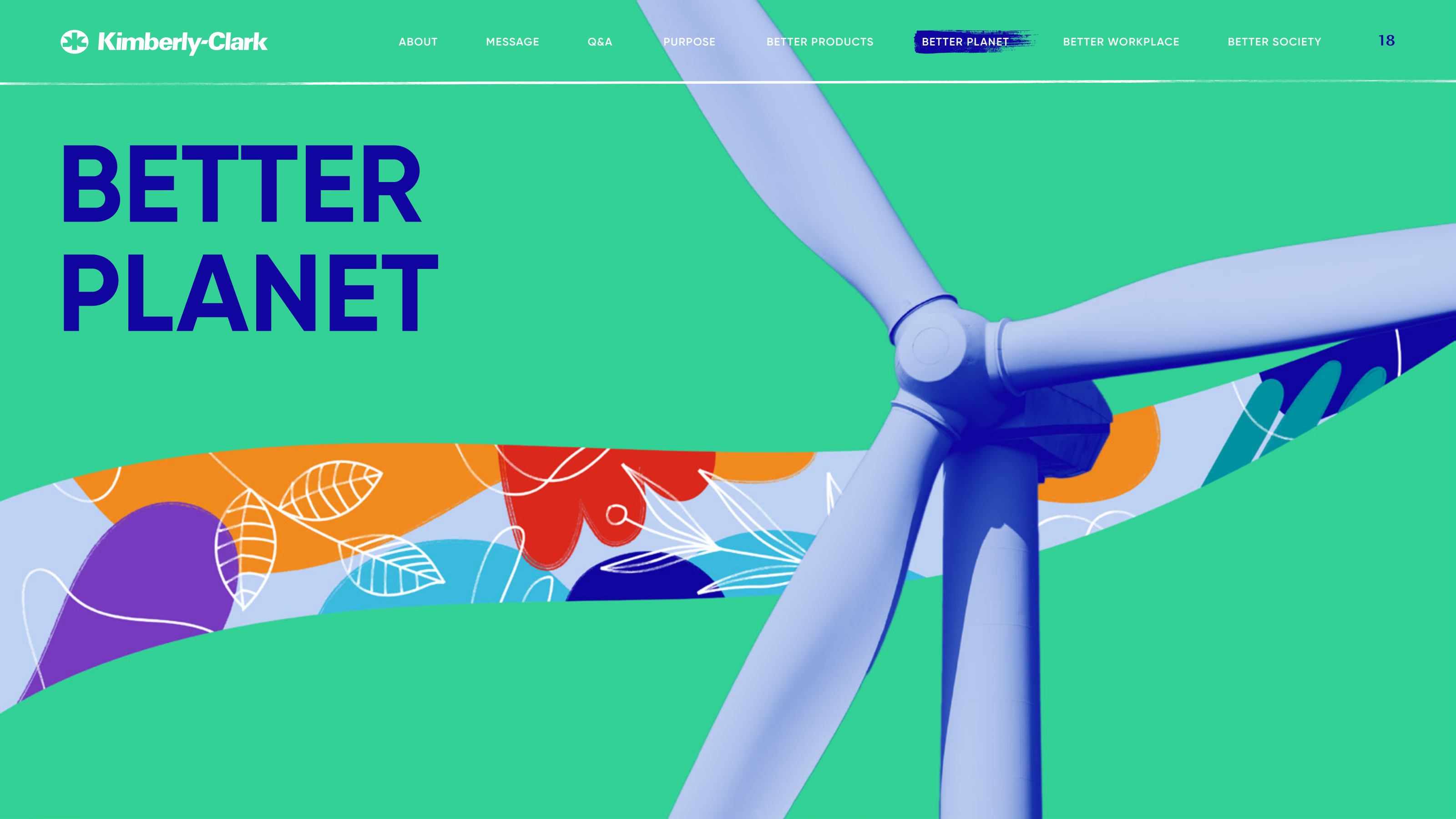
Kimberly-Clark publishes ingredient information on our [corporate website](#). The database is searchable by country, brand, product name, and ingredient name.

In 2022, we further enhanced our database, we disclosed more ingredients and added more countries, personal care absorbent hygiene, and formulated products to the corporate site. The site is comprised of priority regional offerings such as baby care products, personal care wet wipes, and adult incontinence products—including 234 ingredients that are used in 683 products sold in 37 countries.

We are continuing our journey toward having ingredient information available for 100% of our target consumer products globally either on [kcc.com](#) and/or brand sites, with more products and brands sites coming online in 2023.



BETTER PLANET





The health of our planet and our collective well-being require decisive action to limit climate change and protect and conserve biodiversity. Kimberly-Clark is working to do our part, and is making significant strides in reducing the environmental footprint of our supply chain and while helping to protect our natural ecosystems.”

Tamera Fenske

Chief Supply Chain Officer



As the world strives to limit global warming and deal with the mounting toll of environmental, economic, and social disruption, we’re focused on decarbonizing our operations and those of our supply chain.

Through energy conservation and lean energy management, renewable and alternative energy generation, and various value chain reduction approaches, we’re making progress towards our 2030 goal of reducing Kimberly-Clark’s absolute greenhouse gas (GHG) emissions by 50% for Scope 1 & 2 emissions and 20% for Scope 3 emissions (Categories 1 & 12) by 2030. Simultaneously, our approach to responsible material sourcing is increasingly focused on reducing our forest carbon and biodiversity impacts and we are working to reduce the water footprint of our mills in water-stressed areas, recognizing the rising impacts of water scarcity and water insecurity on human society and natural ecosystems.



GHG EMISSIONS & ENERGY MANAGEMENT

In 2022, Kimberly-Clark achieved an absolute reduction in GHG emissions of 42.0% and a 9.4% energy efficiency improvement versus our 2015 baseline. This translates to a reduction of 65,000 MTCO₂e from 2021 to 2022. This year-over-year reduction is equivalent to the annual CO₂ emissions from electricity use at 12,600 average United States homes.



65,000

MTCO₂e

reduction from 2021 to 2022

Progressing Scope 1 & 2 Emissions Reductions

We continued to progress our multi-pronged strategy to reduce Kimberly-Clark's scope 1 and 2 emissions as follows:

Reduction of absolute Scope 1 and 2 GHG Emissions from a 2015 base year

42.0%
of 50% goal



Energy Conservation

More than 160 energy conservation initiatives and process and building efficiency improvements were deployed in manufacturing sites around the world, yielding approximately 36,000 MTCO₂e in emissions reductions. Executed by local engineering and process teams, these projects included lighting systems retrofits, installation of heat recovery systems and higher-efficiency electrical motors, control and distribution equipment upgrades, and optimization of compressed air systems, vacuum systems, chillers, and HVAC systems.



Lean Energy Management

Through the use of energy metering and visual management of real-time energy consumption, Lean Energy enables the mindsets, behaviors, and people capabilities that drive energy conservation and efficiency in the daily operations of our manufacturing sites.

In 2022, we executed more than 40 Lean Energy efforts, delivering ~8,000 MTCO₂e in emissions reduction. In a partnership between our sustainability and digital manufacturing teams, we also developed and deployed updated energy dashboards using the OSiPi platform, to aid in tracking real-time data against key performance indicators and improving standardization, best practice sharing, and implementation speed. The new dashboards have been implemented mainly in our tissue mills in Europe, with rapid expansion expected to follow in North America, Latin America, and Asia-Pacific.



Renewable Energy

We sourced 1,521,327 MWh of renewable energy in 2022, representing 29% of all electricity consumed in our manufacturing and distribution sites, and 36.9% of the total electricity purchased from local grids. After entering into several renewable electricity virtual and direct Power Purchase Agreements (PPAs) in recent years, we continued to explore further renewable energy opportunities. These efforts, along with an early 2023 start-up of a new wind PPA in South Lanarkshire, Scotland, will take us further toward our ambition of 100% renewable purchased electricity in North America and help us achieve an anticipated 80% renewables use at our UK sites.



Cumberhead windfarm, South Lanarkshire, Scotland, UK.

2022 Renewables Progress

1,521,327 MWh

1,512,284 MWh
Virtual* and Direct PPAs
+
9,043 MWh
On-site solar

* North America VPPA totals were lower than anticipated due to termination of a wind power contract due to lower-than-expected performance.



Thermal Decarbonization

In 2022, we made progress on securing a green hydrogen supply to generate low to zero-emissions process steam for our UK tissue manufacturing sites in Barrow, Cumbria; Northfleet, Kent and Flint, North Wales. If the local incentive package comes through as expected, the projects are forecasted to begin generating green hydrogen in 2025, decarbonizing over 50% of the sites' thermal emissions. These efforts provide a model for similar opportunities at manufacturing sites in other regions.

Mapping Decarbonization in EMEA

Kimberly-Clark is partnering with the UK, German, and French governments to assess options for achieving net-zero emissions at our consumer and professional sector sites creating road maps for the future use of wind, solar, hydrogen injection, biomethane, and carbon capture/storage.

Scope 3 Value Chain Reduction Efforts

Scope 3 emissions account for the largest share of many companies' GHG emissions. To help tackle Kimberly-Clark's end-to-end value chain impacts, our 2030 goal aims to reduce emissions by 20% (baseline 2015) across Purchased Goods and Services (GHG Protocol Category 1) and End-of-life Treatment of Sold Products (Category 12).

To help us reach that goal, we're deploying a cross-functional strategy around four pillars: (1) plastics reduction and alternatives, (2) forest fiber mix, (3) transportation efficiencies and alternative technologies, and (4) recovery and recycling of materials after use. Measurement of Scope 3 emissions is also a challenging undertaking, which requires constant checking and adjusting as emission factors and suppliers' specific data are refined. Through supplier collaboration and ongoing systems enhancements, we are on a journey to continuously improve data quality while seeking innovative, lower carbon solutions and alternatives.

Reduction of absolute Scope 3 GHG Emissions from a 2015 base year

10.8%
of 20% goal



To advance our strategy in 2022, we:

- Developed an internal tool to automate on-demand generation of purchased goods and services data, improving the efficiency and timing of reporting
- Built regional support and system infrastructure to leverage a life cycle assessment (LCA) tool, with the aim of determining the GHG emissions impact of material, asset, production, and logistic changes
- Improved Category 1 and 12 inventories to enable sector-level granularity on data reporting



K-C X-Mill Manufacturing Site, Neenah, WI, U.S.

Our Original Mill in Neenah, WI Goes Solar

When our company opened for business 150 years ago, its sole paper mill was located in downtown Neenah, Wisconsin. Today our Experimental facility (X-mill) occupies the site, newly crowned with 414 rooftop solar PV panels capable of generating 195 MWh of renewable electricity per year and reducing X-mill's annual GHG emissions by 134 MTCO₂e.

Supply Chain Fleet Decarbonization in Latin America

In our Latin America operations, a multidisciplinary team is beginning to transition our regional fleet to alternative energies while continuing to work to serve our customers with the speed and efficiency they expect. Through partnerships with our transportation suppliers, we've begun leasing electric vehicles (EVs) and switching existing diesel trucks to cleaner-burning compressed natural gas (CNG) and Euro V diesel, to build a new long-term model for regional delivery and influence our suppliers' behaviors toward carbon footprint reduction.

Approximately 24 green vehicles are currently deployed in fleets across our Latin America sub-regions: EVs and CNG in Brazil, CNG in the Southern Cone and Andes (especially Argentina and Bolivia), and EVs, CNG, and Euro V in Northern Latin America (especially Colombia). Cumulatively, they're delivering CO₂ emissions reductions of 30% and particulate matter emissions reductions of 85% compared with gasoline vehicles.



Compressed Natural Gas vehicle, Argentina

RESPONSIBLE SOURCING, BIODIVERSITY & FORESTS

The world depends on forests, and so does our business. They provide habitats for more than three quarters of the world's terrestrial species, and homes and livelihood for 750 million people. They're also the world's best natural mechanism for removing planet-warming CO₂ from the atmosphere. For Kimberly-Clark, they provide the fibers we use to manufacture tissue and personal care products for our customers around the world.

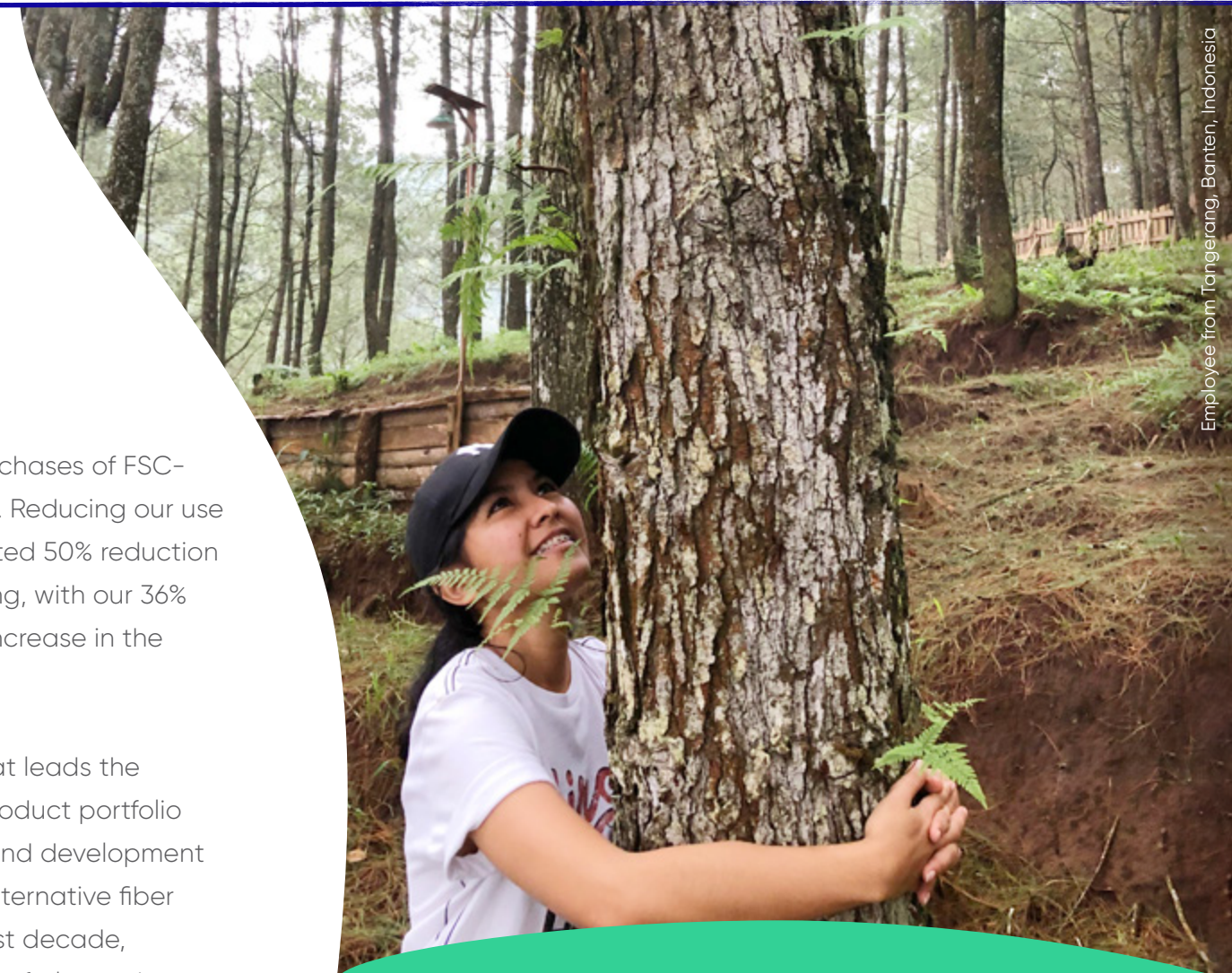
By promoting sustainable forest management and reducing our products' forest carbon footprint, Kimberly-Clark is aligning our principles with the recent Global Biodiversity Framework and EU Deforestation-Free Supply Chains Regulation. Enacted in December 2022, both initiatives aim to reverse biodiversity loss and restore natural ecosystems while respecting the rights of indigenous peoples and local communities.

We are pleased to report that in 2022, Kimberly-Clark reached our 2025 goal of sourcing 90% of our tissue fiber from environmentally preferred sources*.

We achieved this goal through increases in our purchases of FSC-certified virgin wood fiber and use of recycled fiber. Reducing our use of natural (northern) forest fibers to meet our targeted 50% reduction by 2025 (baseline: 2011) has proven more challenging, with our 36% reduction level for 2022 representing only a slight increase in the pace of progress over pre-pandemic levels.

We have established a dedicated business unit that leads the exploration of more sustainable solutions for our product portfolio and serves as a center of excellence for research and development (R&D) and commercialization of next-generation alternative fiber sources and other technical solutions. Over the past decade, our research team has explored an extensive array of alternative fiber options, investing more than \$30 million in developing more sustainable products. In the coming years, we expect to deliver more sustainable, high-quality products that meet our consumer needs and advance our goal to reduce the use of natural forest fiber.

* Environmentally preferred fibers include recycled fiber, sustainable alternative non-wood fibers, and FSC-certified virgin wood fibers.



Employee from Tangerang, Banten, Indonesia



+\$30 million

invested in the past decade to develop more sustainable products from alternative fiber sources

We have seen significant new policy, regulatory and disclosure developments designed to promote responsible global forest supply chains to mitigate the climate and biodiversity crises. Kimberly-Clark is updating its fiber procurement policy amidst this dynamic landscape. We intend to finalize a new forest sourcing policy that takes into account new and important market developments and provides a comprehensive policy framework that can support Kimberly-Clark's leadership and compliance commitments in forest conservation through the next decade.

Goal Progress

Reduction of our Natural (Northern) Forest Fiber footprint from a 2011 base year



Tissue fiber sourced from Environmentally Preferred Fiber (EPF) sources



Innovation Enables Natural Forest Fiber Reduction

Due to its length and low coarseness, natural forest fiber from northern boreal spruce, pine, and fir forests delivers superior strength and softness to tissue products. With Kimberly-Clark working to reduce the use of these fibers, it must also work to deliver equal product quality and performance using recycled fiber and shorter, coarser fibers such as southern pine and eucalyptus.

Our team in Europe, Middle East and Africa (EMEA) embraced this challenge, introducing a new generation of enzymes for the tissue manufacturing process that enables fiber substitutions without compromising product strength and softness. These efforts enabled further reductions in natural forest fiber consumption in 2022, bringing Kimberly-Clark's overall reduction progress to 36%.

Employee from K-C LaGrange Manufacturing Site, LaGrange, GA, U.S.



WATER MANAGEMENT

Water scarcity and insecurity are global challenges affecting billions around the world, but addressing them effectively is an inherently local issue. Our strategy to reduce Kimberly-Clark's own water impacts aims to maximize benefit by targeting the majority of our efforts to locations in which water demand currently or potentially outpaces supply.

To further amplify our impact, we engage directly with the communities where we operate on the management of local water resources.

In 2022, Kimberly-Clark achieved a 42.1 % reduction of water consumption in our manufacturing sites located in water-stressed areas against our 2015 baseline, with 2.3 % of that reduction occurring in the past year. We are on track to meet or exceed our goal of a 50% water footprint reduction by 2030 (2015 baseline).

This progress was driven by:

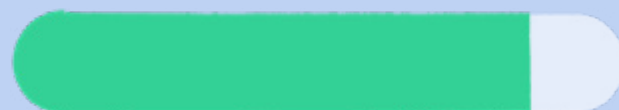
- **Our Lean Water Program, which focuses on water quantity, quality, aging infrastructure, and increasing employee knowledge of water operations to help mitigate risk, reduce waste and compliance costs, and increase efficiency and productivity.**
- **Innovation to enable recycling and enhanced water systems management.**

Throughout the year, we collaborated with the research organization, Deltares, to finalize scarcity risk assessments for our highest water stress locations (Johannesburg, South Africa and Sitio del Niño, El Salvador) and complete a strategies module for Cape Town to serve as a model for other cases. We also continued to engage with local communities on water stewardship and water security, developing watershed dashboards for our sites in Israel and Bahrain to better identify water scarcity drivers and solutions.

Goal Progress

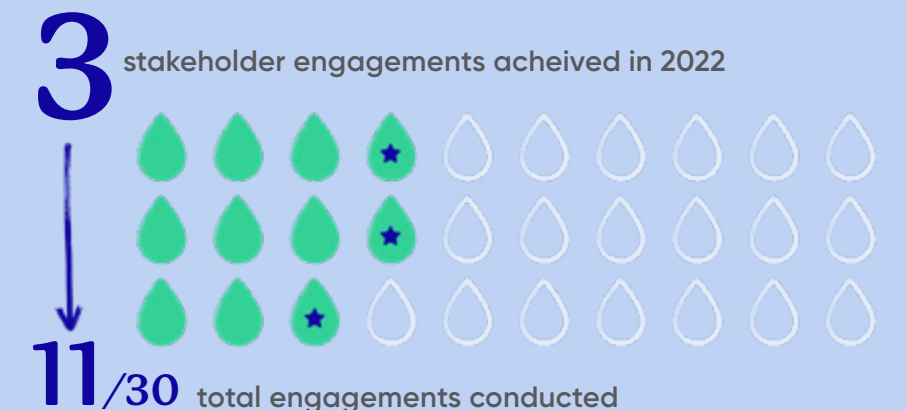
Reduction of water footprint at our mills in water stressed areas from 2015 base year

42.1%
of 50% goal



K-C Manufacturing Site, Puente Piedra, Peru

Conduct 30 stakeholder engagements in water-stressed regions that result in improved access to fresh water by 2030



Lean Initiatives Drive Water Conservation

Through Lean Water initiatives at our sites around the world, dedicated local teams are helping tackle issues related to water stress in their workplace and communities. In 2022, five sites located in water stressed regions achieved significant reductions in freshwater consumption versus 2021:

-6,000 m³ (9%)

Camacari Mill, Brazil

-57,000 m³ (10%)

Sitio del Niño Mill, El Salvador

-20,000 m³ (29%)

Santa Clara Mill, Peru

-34,000 m³ (8%)

Puente Piedra Mill, Peru

-25,000 m³ (4%)

Enstra Mill, South Africa

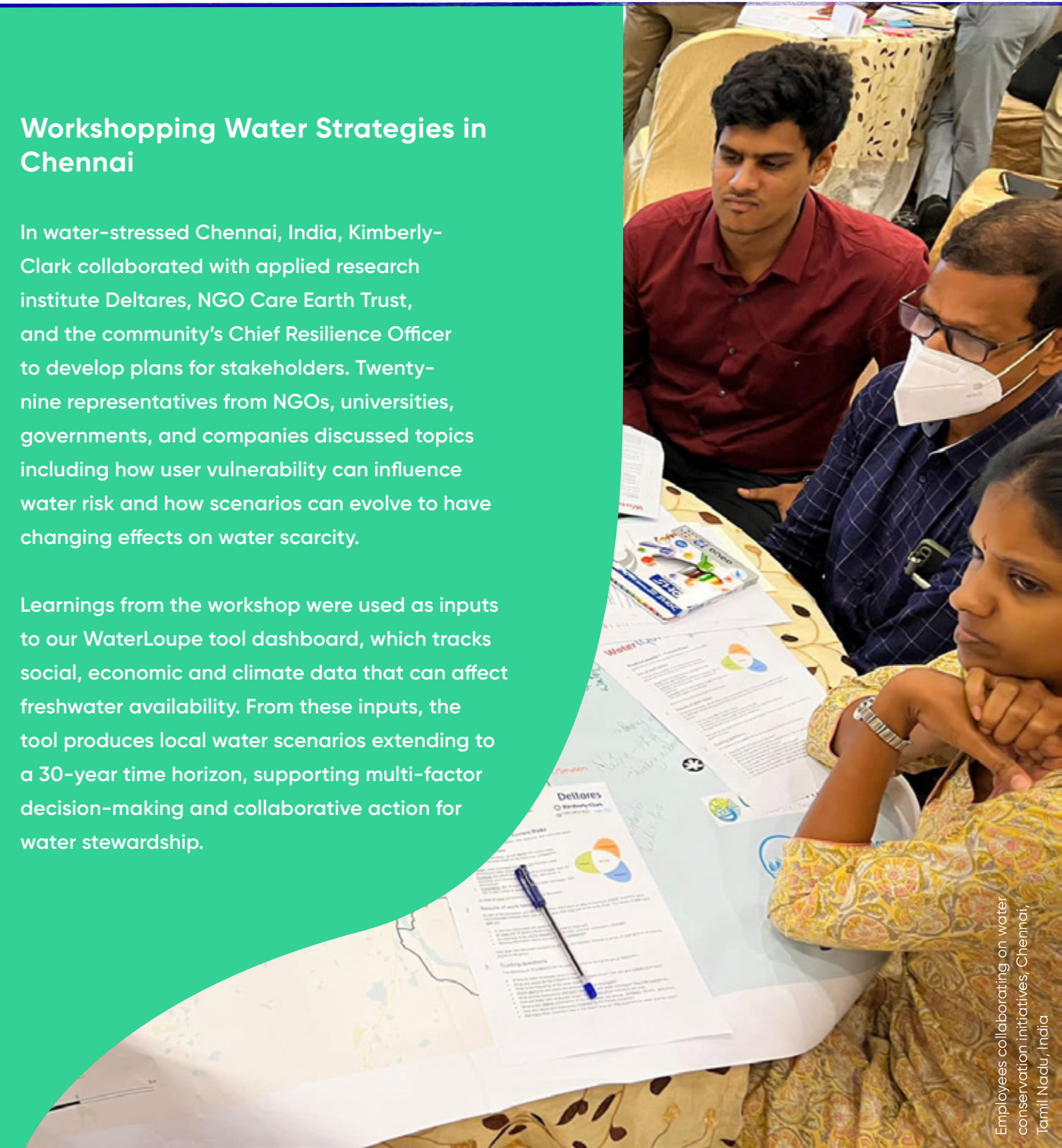


K-C Manufacturing Site,
Sitio Del Niño, Peru

Workshopping Water Strategies in Chennai

In water-stressed Chennai, India, Kimberly-Clark collaborated with applied research institute Deltares, NGO Care Earth Trust, and the community's Chief Resilience Officer to develop plans for stakeholders. Twenty-nine representatives from NGOs, universities, governments, and companies discussed topics including how user vulnerability can influence water risk and how scenarios can evolve to have changing effects on water scarcity.

Learnings from the workshop were used as inputs to our WaterLoupe tool dashboard, which tracks social, economic and climate data that can affect freshwater availability. From these inputs, the tool produces local water scenarios extending to a 30-year time horizon, supporting multi-factor decision-making and collaborative action for water stewardship.



Employees collaborating on water
conservation initiatives, Chennai,
Tamil Nadu, India

BETTER WORKPLACE





Our purpose-led, performance-driven culture is core to who we are as a company and key to driving competitive advantage. For us, a winning team starts with an engaged workforce that's committed to our values, inclusion, equity, diversity, and human rights."

Sandi Karrmann

Chief Human Resources Officer



We know that the talent and commitment of our employees are crucial to our innovation and success, so we're constantly refining our culture to help us to be the kind of place people want to work: purpose-led and performance-driven, with a solid foundation in our values and a deep commitment to inclusion, equity, diversity, well-being, and human rights.



INCLUSION & DIVERSITY: TOGETHER WE ARE BETTER

Kimberly-Clark embraces an intentional strategy for inclusion and diversity (I&D) and a vision of growing and retaining a workforce that reflects the vibrant multiformity of our consumer communities around the world. We seek a holistic reach: our aim is to fully integrate I&D into our organizational culture and brands.

Activating Our Strategy

I&D isn't just about knowing a problem exists. Instead, it requires us all to look inside of ourselves, understand the infrastructure of the problem, and work together for action, impact, and change. I&D's approach and outcomes are personal and organizational, instilling an ethic of respect and integrity, upholding Kimberly-Clark's [Core Values](#) and [Ways of Working](#), and stimulating growth across every part of our business.

In 2022, we continued to deliver on our global I&D strategy through a focused, four-part approach.

Global I&D strategy

Creating Community

Deepen understanding and activate daily I&D actions to develop a community that empowers authenticity and embraces diversity

Empowering Employees

Equip and empower talent to thrive, and embrace hiring, promotion, and development practices that reflect our diverse consumer base

Accelerating Action

Leverage our global strength and partnerships to combat inequities for our people, our consumers, and our communities around the world—to make lives better today and tomorrow

Leveraging Leadership

Create a standards-raising management culture in which all our leaders cultivate and nurture diverse, high-performing teams, and infuse inclusion and equity into how we work and make business decisions





Inclusion Statement

Through our words and actions, we work so that every employee experiences a sense of inclusion and belonging, and we rely on each other to help create that climate of mutual respect and recognition.

We’re working to build an inclusive, equitable, and diverse workplace where every single person feels they can actively participate in our global community and feel a sense of belonging. This is a cornerstone of our responsibility agenda because it’s the right thing to do and we’ll be a better company for it.”

LaQuenta Jacobs

VP - Inclusion, Equity and Diversity

Mentoring Emerging Female Talent

Our Kotex brand’s “She Can” initiative champions women’s progress and helps open doors to equal opportunity worldwide. Leveraging the initiative’s framework, we created She Can Thrive, an internal mentoring program to empower emerging female leaders across Kimberly-Clark through guidance, engagement, and exposure. The effort launched in 2022 with 135 participants and 120 mentors around the globe.



Recognizing Leadership, Supporting Our Veterans

Our Service Alliance Uniting Together (SALUTE) employee resource group supports our employees who are veterans and active-duty service members, helping make Kimberly-Clark an employer of choice for people with military backgrounds. In 2022, the U.S. Department of Defense's Employer Support of the Guard and Reserve (ESGR) program recognized SALUTE's executive sponsor, Scott Buyeske with its Seven Seals Award, which celebrates individuals and organizations who take initiative to support ESGR's mission.

Buyeske is the Director of Kimberly-Clark Family Care Research and Engineering. In his role as SALUTE's sponsor, has helped identify opportunities in the processing of military leave, leading to an improved U.S. military leave policy.

Creating Community through I&D Power Days

Around the globe, Kimberly-Clark hosts regionally owned I&D Power Days to deepen our employees' knowledge of the actions and behaviors needed to make I&D a reality for our culture, consumers, and communities. In 2022, Power Days in more than 50 countries helped Kimberly-Clark employees at all levels explore topics including neurodiversity, LGBTQ+ identity, perspectives on disabilities, and the multigenerational workplace.

"Every single one of us will have bias within us, and it is days like this that allow us to educate ourselves, reflect, and make simple but powerful changes," said Mill Manager James Brincat. "Seeing the positive approach to this across the site and the good attendance at each session demonstrated the commitment we have to make Northfleet an inclusive workplace."



SALUTE monument at Beech Island Manufacturing Site, SC, U.S.



Cold Springs Manufacturing Site, Neenah, WI, U.S.

Diversity in our Leadership and Teams

By leading with inclusion, we are building an organization that leverages its diversity as a competitive advantage to deliver on our purpose of Better Care for a Better World.

We are on the journey to becoming a global organization that looks and thinks like the consumers we serve around the world.

Board of Directors

6/12 board of directors are women



4 ethnically diverse

Executive Leadership Team

31.0% women

54.0% U.S. people of color

Team Leadership

Director-level and above

37.2% women

25.1% U.S. people of color

All levels of management

37.7% women

21.9% U.S. people of color



ENVIRONMENT, HEALTH & SAFETY

Kimberly-Clark maintains an Occupational Safety and Hygiene Policy to manage employee safety and hygiene globally, protect contractors and visitors to our facilities, and drive toward the elimination of occupational injuries and illnesses.

Our Environmental Policy commits Kimberly-Clark to helping to protect the environment, promoting the sustainable use of natural resources, and integrating a zero-waste mindset in our operations.

The model includes six EHS imperatives: consistent EHS leadership, positive EHS interactions, risk tolerance reduction, workforce empowerment to drive impact, consistent critical EHS work practices, and aligned incentives and metrics.

Our strategic approach to global Environment, Health, and Safety (EHS) is framed within an EHS Maturity Model that's deployed throughout our operating facilities, providing a roadmap to improving EHS mindsets, behaviors, and capabilities; reducing risk and ensuring compliance, and managing EHS systematically. The



To operationalize our approach, we have an integrated EHS Management System modeled on the ISO 14001 and 45001 standards. The system includes:

- ➔ Mechanisms for policy, organization, planning, and implementation of the site's EHS control plan
- ➔ Performance standards for managing EHS and achieving compliance
- ➔ Assessments against our EHS Maturity Model
- ➔ Gap closure plans to address non-conformity with standards and improvement of EHS maturity



In 2022, Kimberly-Clark achieved an average score of 3.3 (out of 5) –a 38% improvement from 2020 as we continue to strive towards world-class EHS maturity and performance.

Looking forward, we expect our facilities to further standardize on leading practices and processes, driving toward a safer workplace for all.



0.21

Total Reportable Incident Rate* (TRIR) for 2022

* Total Reportable Incident Rate is an internally-established lagging safety metric established for Kimberly-Clark global operations which enables internal benchmarking and trending of work-related injuries. For more detailed definition of TRIR at K-C, refer to our data tables in the link. kimberly-clark.com/en-us/esg/downloads



EHS Engagement in Latin America

In late 2022, employees at our Latin America manufacturing facilities and distribution centers participated in a three-month campaign to drive EHS engagement. Aimed at positively impacting mindsets, behaviors, and capabilities, the campaign offered workshops, video trainings, and print messaging focused on reducing risk and minimizing EHS events with potential to cause injury or loss. The effort garnered more than 10,000 campaign contact points, including participations, views, dialogues, and risk identifications, boosting our goal of every employee returning home safely at the end of the workday.

COMPLIANCE & HUMAN RIGHTS

Our Human Rights policy and Supplier Social Compliance Standard (SSCS) establish our commitments and expectations for our own operations and those of our suppliers. Recognizing the increased urgency in addressing human rights risks in our supply chain, we've sought to refresh our commitments in alignment with salient human rights issues: Forced Labor, Child Labor, Occupational Health & Safety, Discrimination & Harassment, Wages & Benefits, Indigenous & Land Rights, Access to Water & Sanitation, and Environmental Issues. As we continuously improve our policy and supplier standards, a focus on these issues plays a crucial role ensuring we operate responsibly around the world.

We are committed and working to ensure that workers within our supply chain are treated with humanity and in accordance with our workplace and human rights policies and standards. We strive to foster a culture of integrity and one that challenges us to continuously improve our programs and practices.

Around the world, there is a growing understanding of human rights risks in global supply chains, particularly related to issues of forced labor. In response, we have continued to enhance and improve our programs, processes, and governance in order to manage and mitigate these issues. Consistent with the United Nations Guiding Principles on Business and Human Rights, we believe that working to improve performance is important to enabling the sustainable change that benefits workers, the environment and business.

For more information on our compliance and human rights program, particularly with respect to Modern Slavery & Human Trafficking, please review our [latest disclosures](#).

Some noteworthy highlights regarding recent improvements to our program and approach:



We incorporate leading expertise and perspective to inform our approach to responsible sourcing.



We refreshed our approach to supplier risk assessment and adopted new tools to better monitor these risks.



We adopted an enhanced supply chain mapping and transaction traceability platform to improve visibility of risks deep in supply chains.



We established a Responsible Sourcing and Human Rights Governance Committee to oversee our program and ensure multi-function inputs and decision-making.



We are in the process of enhancing human rights training and awareness for employees in our operations and procurement teams.



We are in the process of refreshing our Human Rights policy based on emerging human rights and regulatory developments and reflective of the needs in the communities where we operate.

BETTER SOCIETY





Our purpose calls for our brands and enterprise to act in ways that positively impact the communities we serve, especially where there is the greatest need. We take this responsibility seriously and are working with partners and change makers around the world to help improve lives.”

Tris Wilkinson

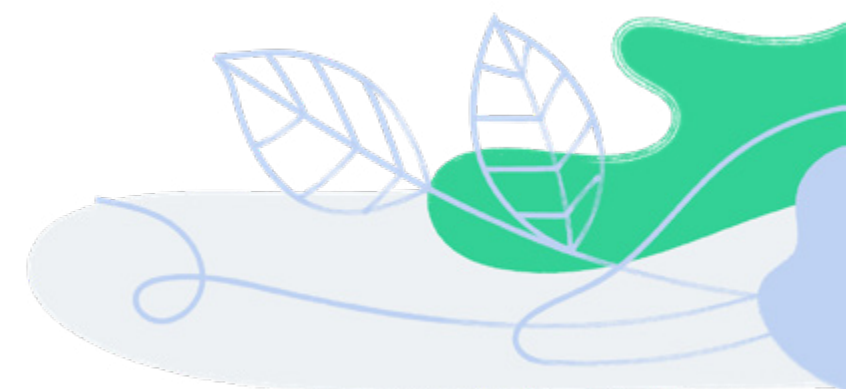
President, Asia Pacific and Co-Executive Sponsor, Sustainability



At Kimberly-Clark, we believe in uplifting our communities, serving in ways we’re uniquely able to deliver.

To maximize our positive impact, we support our employees in giving back to causes they care about – whether that’s through volunteerism or charitable giving.

Through our brands, supply chain and the Kimberly-Clark Foundation, we partner with changemakers across the nonprofit, government, and industry sectors, supporting programs and solutions that help elevate vulnerable communities, help children thrive, empower women and girls, and improve access to sanitation.



COMMUNITY HEALTH & WELLNESS: PUTTING BRAND PURPOSE TO WORK

Our brands bring purpose to life through social impact programs designed to enhance the lives of our consumers and communities. Our brand-led partnerships with hospitals, educational organizations, and nonprofits have helped to advance the well-being of 88.9 million people cumulatively since 2015.

Aligning with the purpose of Kimberly-Clark and our brands, our social impact focus areas map to three of the United Nations Sustainable Development Goals (UN SDGs), advocating for good health and well-being (SDG 3), gender equality (SDG 5), and clean water and sanitation (SDG 6).

Together, our corporate and Foundation efforts support those goals and help fulfill our 2030 ambition of advancing the well-being of 1 billion people in vulnerable and underserved global communities.



88.9 million

number of people helped to advance its well-being since 2015

Huggies Más Abrazos & Brand Partnerships

Más Abrazos is an educational platform that holds new parents' and caregivers' hands as they navigate the unknown, from the first steps of pregnancy through the first years of their child's life. Through free articles, podcasts, and videos, Más Abrazos provides answers about pregnancy, the birthing process, feeding, child rearing and development, health and wellness, and a host of other topics. Social live events advise on breastfeeding and sleep coaching, and interactive web-based classes with healthcare experts and provide free group medical counselling. Expanded to its current robust format in 2022, the platform has reached more than 4.6 million people throughout Latin America.

From 2019 through 2022, the Kimberly-Clark Foundation, in partnership with the Huggies brand, also supported UNICEF's work in Latin America through Huggies' No Baby Unhugged program, with our contribution going to support and grow early childhood development initiatives: strengthening comprehensive early childhood services, promoting quality prenatal, neonatal and medical care for babies, creating baby-friendly environments at hospitals and primary health services, training frontline workers and supporting families in providing nurturing care.

Huggies' No Baby Unhugged program spans 15 countries and has impacted more than three million children and caregivers.



4.6 million

people reached throughout Latin America by Más Abrazos



Other Huggies nonprofit partners include:

- The [U.S. National Diaper Bank Network](#), through which we donated over 19 million diapers to struggling families in 2022
- The [Association of Women's Health, Obstetric and Neonatal Nurses \(AWHONN\)](#), which educates parents on diapering principles and advocates for equity and respectful care of pregnant women of color
- [Hand to Hold](#), which in 2022 provided emotional support, education, and community to more than 39,000 parents coping with neonatal intensive care



10.9 million

people reached across
14 countries

Toilets Change Lives

Kimberly-Clark's Toilets Change Lives program helps some of the world's most vulnerable communities by improving access to reliable and safe sanitation, reaching 10.9 million people across 14 countries since 2014. In 2022, partnerships with NGOs such as Water For People, WaterAid, and Plan International provided resources to underserved communities in South Africa, Nigeria, Uganda, Bangladesh, Perú, Honduras, Guatemala, and Bolivia.

Adult and Feminine Care Initiatives

Kotex school education programs aim to improve students' knowledge of menstrual hygiene management at middle and high schools, supporting our belief that a period should never get in the way of a woman's progress. To amplify its reach, Kotex challenges social stigmas associated with menstrual hygiene in Latin America. The campaign launched in Perú in partnership with Plan International, using traditional and social media to help increase awareness and break down social stigmas and taboos. National and international media and more than 150 celebrities and 10 NGOs joined the conversation organically.

In Australia, our U by Kotex team works with charity partners like Share the Dignity to increase awareness of period poverty and associated

stigmas, while helping our essential products reach those in need. In 2022, our team advocated successfully with state and territorial governments for legislation providing free period products to all 2,200 primary and secondary New South Wales public schools. In May, Kimberly-Clark Australia was appointed a key partner to supply U by Kotex pads, tampons, and dispensers.

In Indonesia, we supported geriatric patients in hospitals, clinics, and emergency units by conducting health campaigns to raise awareness of urinary incontinence, Alzheimer's disease, and self-confidence issues, reaching more than 80,000 vulnerable or underserved elders.



2022 Social Impact Highlights

30.4M

Empowering women and girls



7.2M

Improving access to sanitation, including 4.23 million people benefitting through our Toilets Change Lives partnership in Bangladesh in 2022



9.6M

Helping children thrive, including more than 4 million underserved mothers and babies who benefit from education resources made available through Más Abrazos platform



0.3M

COVID-19 & other programs



47.5M

lives impacted

THE KIMBERLY-CLARK FOUNDATION: COLLABORATION FOR CARE

The Kimberly-Clark Foundation is our primary mechanism to facilitate charitable giving, donations of Kimberly-Clark products, and employee volunteer engagements. Through strategic partnerships and long-term investments, the Foundation partners with global NGOs and local nonprofits to help deliver meaningful and sustainable change in line with our social impact strategy, focusing on maternal and infant health, women's and girls' empowerment, and access to clean water, safe sanitation, and hygiene.

Through that work, the Foundation also aids Kimberly-Clark's ambition to advance the well-being of 1 billion people in vulnerable and underserved global communities by 2030.

The long-term goal is driving systems change to improve conditions in communities around the world for generations to come.

Leveraging Global Partnerships

This type of reach is only made possible through strategic collaboration with our five global partners. In 2022, these partnerships positively impacted the lives of 9.1 million people across the world.

UNICEF & Plan International in China

In recent years, the Kimberly-Clark Foundation has made strategic investments to holistically address individual and community needs in China. In 2022, we launched a multiyear partnership in China to support UNICEF's early childhood development program, with a goal to reach more than 14 million newborns, children, and caregivers. The program will support initiatives to improve maternal and child health and development outcomes by partnering with national health agencies to establish new centers of excellence to train health providers in labor and delivery care, support early childhood development services, enhance training through new virtual platforms, and create a comprehensive capacity-building strategy.

Our partnership with Plan International works to address social norms, stigmas, and discrimination around menstrual health in China through a combination of education, awareness campaigns, and skills building activities. As of 2022, Plan International has reached 70,875 individuals through programs that included hosting an awareness campaign at universities, schools, and on social media; enhancing bathroom facilities in girls' dormitories in rural provinces; and training 4,600 facilitators on menstrual health management and gender equality.



WaterAid in Africa

Operating in 34 countries globally, international not-for-profit WaterAid is dedicated to transforming lives by improving access to clean water, sanitation and hygiene in the world's poorest communities.

Kimberly-Clark's partnership with the organization focuses on helping to drive positive change across South Africa, Nigeria, and Uganda in our key issues areas, with programs tailored to community need. In Nigeria, for instance, WaterAid is facilitating community trainings, distributing hygiene kits to pregnant and breastfeeding women, and forming community-based hygiene committees to prevent the spread of infectious diseases linked to poor maternal and infant health.



Toilets Change Lives partnership with WaterAid, Nigeria
(Credit: Tom Saater)

A Helping Hand in Difficult Times

In 2022, with natural and manmade disasters plaguing communities around the globe, Kimberly-Clark and the Foundation pursued multiple avenues for providing relief.

Through a partnership with the American Red Cross and the International Federation of Red Cross and Red Crescent Societies, the Kimberly-Clark Foundation and our brands gave more than \$1 million in cash and products to support people impacted by the war in Ukraine.

As a member of the American Red Cross Disaster Responder program, Kimberly-Clark also made our annual \$250,000 pre-investment for critical infrastructure, technology, and resources. That infrastructure will better enable the organization's ability to meet communities' urgent needs after disasters big and small, anytime and anywhere across the U.S.

Kimberly-Clark employees also did their part, both through donations and direct action. To help victims of natural disasters, unjust violence and other tragedies, employees sent donations to impacted people and their families, which were matched by Foundation funds. Following devastating floods that hit eastern Kentucky in

July 2022, employees of Kimberly-Clark Professional in Loudon, Tennessee took action, making a three-hour drive armed with truckloads of our essential Kleenex and Scott products. The team made multiple subsequent trips to the community, supplying bedding, towels, and cleaning products to families sleeping in tents. As the school year approached, the K-C team adopted two local schools, providing backpacks filled with school supplies for students. Later in the year, they provided gifts to help students' families through their first holiday season after the disaster.

CELEBRATING 150 YEARS

In 2022, the Foundation celebrated Kimberly-Clark's 150th anniversary and its own 70th with a full year of employee activations centered on community.

While our actions were year-long, in August, employees from 17 countries participated in our first-ever Global Month of Volunteerism, with activities ranging from sorting donated food at foodbanks across South America to working with disabled adults and youth in the United Kingdom. Virtual, regionally focused town hall sessions encouraged participation in our philanthropic and community efforts, and volunteer teams were encouraged to share pictures and stories through an intranet campaign highlighting engagement with our 150th anniversary celebration.

The Foundation also funded three \$150,000 philanthropic grants to nonprofits working in our key focus areas: women and girls' empowerment, maternal and child health, and access to water and sanitation. For the first time in company history, employees around the world could vote on which global nonprofit projects would receive the grants, ultimately choosing She's the First, Project HOPE, and Water.org.

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\$450,000

in philanthropic grants to nonprofits

Employee-Led Community Engagement

As part of our commitment to deliver Better Care for a Better World, the Kimberly-Clark Foundation encourages employees to give back to the causes they care about most, through an annual United Way Campaign, Matching Gifts program, and employee volunteer grants.

2022 Employee Community Engagement (U.S. & Canada)



70 years

supporting the United Way



20,519

total employee volunteer hours



\$1.5 M

matched donations through the Matching Gifts program



\$980,000

awarded through the Bright Futures Scholarship for children of Kimberly-Clark employees



\$4.0 M

Total United Way contribution (employee donations plus corporate match)

Turning Ideas into Impact

Putting their skills to work for social impact, more than 300 Kimberly-Clark employees took part in our inaugural 2022 Ideathon, created by the Foundation and our IT organization to support a designated NGO or nonprofit. Over the course of the event, our people brainstormed more than 50 technical solutions to a specific challenge faced by this year's beneficiary, WaterAid. The finalist team submitted a plan for a gamified employee engagement campaign that incentivizes employees to learn more about access to water through digital activities, badging, and interactive learning sessions.



Kimberly-Clark employee volunteers for United Way campaign, U.S.



150

BETTER CARE
FOR A BETTER WORLD