

2019

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# Global Sustainability Report Addendum

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Data and Disclosures







# Governance

Kimberly-Clark’s governance structure grounds our day-to-day actions to ensure we conduct business with the highest standards and integrity. Our governance structure comprises:

- A Board of Directors and its committees to provide oversight and guidance
- A clear reporting structure and lines of accountability
- A global [Code of Conduct](#)
- Corporate policies and local procedures

As a signatory to the [United Nations Global Compact](#), we are committed to upholding the Compact’s 10 Principles (per UNGC) on human rights, labor standards, the environment and anti-corruption, working within our sphere of influence to encourage broader support.

**More details on our governance and corporate policies can be found on our [website](#). Kimberly-Clark’s [annual proxy statement](#) also contains detailed information on our Board and committee structure.**



# Sustainability Governance

Kimberly-Clark’s sustainability program is overseen by our Sustainability Executive Steering Committee, which comprises members of the Executive Leadership Team and leaders across brand, product development, supply chain, government relations and other relevant functions and business units.

**The committee meets quarterly to review and adjust the program’s direction, clear away barriers to success and ensure the health of our long-term strategy.**

We also receive guidance and direction from our Sustainability Advisory Board (SAB), which provides independent views on our sustainability program and insights into potential business risks and opportunities. SAB members are external thought leaders who bring diverse experience and expertise aligned with our sustainability strategy. Members may serve for three consecutive two-year terms, for which they receive an annual stipend and travel reimbursement for attending meetings.

Our sustainability program is operationalized through our Sustainability function, which is led by Lisa Morden, Vice President of Safety, Sustainability, and Occupational Health. The team comprises global program leaders who work cross-functionally to coordinate the execution of programs supporting our sustainability priorities. By engaging at the global, regional and local levels, our sustainability team drives actions and outcomes, proactively addresses gaps and fuels progress toward our long-term goals and ambitions.

## Our Sustainability Advisory Board Members

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### Mark Kramer (U.S.)

Co-founder and Managing Director of Foundation Strategy Group (FSG); Senior Fellow in the CSR Initiative at Harvard Kennedy School of Government; lecturer at Harvard Business School.

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### Jo Mackness (U.S.)

Assistant Vice Chancellor and Chief Operating Officer, Student Affairs at University of California, Berkeley; former Chief Strategy and Operating Officer for the UC Berkeley Haas School of Business; previously served as the Executive Director of Haas’ Center for Responsible Business (CRB).

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### Sally Uren (U.K.)

Chief Executive for Forum for the Future, a global sustainability non-profit that works with business, governments, and others to catalyze interventions that move major systems towards sustainability.



# Materiality

We recently refreshed our materiality assessment, taking a systematic view of how the trends, risks, impacts and opportunities in our global operating environment have changed over the last few years. After retiring some topics that no longer feel relevant for our sustainability program and adding others that have recently risen on the agenda, we reflected on the changing priorities of our stakeholders and business. We wanted to be sure we focus on the topics where we can make the greatest difference.

The priority topics that emerged include deforestation, single-use plastics, climate change and water scarcity. These now form the backbone of our 2030 sustainability strategy. Others, like ingredients and transparency, child and forced labor, and occupational health and safety are core elements of our continued commitment to always doing the right thing.


- Business practices ●
- Environment ●
- Product ●
- People & community ●
- Employee attraction & retention ●

Importance to stakeholders	VERY HIGH	<ul style="list-style-type: none"> <li>● Resource intensity of products and packaging</li> </ul>	<ul style="list-style-type: none"> <li>● Child and forced labor</li> <li>● Deforestation</li> <li>● Ingredient transparency</li> <li>● Occupational health &amp; safety</li> <li>● Single-use plastics</li> </ul>	<ul style="list-style-type: none"> <li>● Product safety and quality</li> </ul>	
	HIGH	<ul style="list-style-type: none"> <li>● Manufacturing waste</li> <li>● Water management</li> </ul>	<ul style="list-style-type: none"> <li>● Bribery &amp; corruption</li> <li>● Chemicals in operations</li> <li>● Empowerment of women &amp; girls</li> <li>● Responsible marketing</li> <li>● Talent development</li> </ul>	<ul style="list-style-type: none"> <li>● Access &amp; education for sanitation/hygiene/menstruation</li> <li>● Carbon positive forestry</li> <li>● Climate change</li> <li>● Water scarcity</li> </ul>	<ul style="list-style-type: none"> <li>● Customer satisfaction</li> <li>● Energy usage</li> <li>● Innovation</li> <li>● Post-consumer waste</li> </ul>
	MEDIUM	<ul style="list-style-type: none"> <li>● Biodiversity</li> <li>● Responsible remuneration</li> </ul>	<ul style="list-style-type: none"> <li>● Alternative fiber</li> <li>● Ethical sourcing</li> <li>● Local community economic development</li> <li>● Transportation</li> </ul>	<ul style="list-style-type: none"> <li>● Circular economy</li> <li>● Diversity &amp; inclusion</li> <li>● Maternal and child health</li> </ul>	<ul style="list-style-type: none"> <li>● Active aging</li> </ul>
	LOW	<ul style="list-style-type: none"> <li>● Animal testing</li> <li>● Freedom of association &amp; collective bargaining</li> </ul>	<ul style="list-style-type: none"> <li>● Supply chain diversity</li> </ul>		
		LOW	MEDIUM	HIGH	VERY HIGH




Impact on the business



# Progress Toward Our Sustainability 2022 Goals

Priorities	Sustainability 2022 Goals	2019 Performance	Status Against Goal
 <b>Social Impact</b>	Improve the lives of 25 million people by 2022	<b>17 M</b>	
 <b>Waste &amp; Recycling</b>	100% of our manufacturing waste is diverted from landfill to beneficial uses by 2022	<b>96%</b>	
	Divert 150,000 MT of product & packaging waste to value-adding alternatives by 2022	<b>26,317</b>	
 <b>Forests &amp; Fiber</b>	50% reduction in natural forest fiber use (Note: by 2025)	<b>31%</b>	
	Source 90% of our tissue fiber from environmentally preferred fiber supply (Note: by 2025)	<b>84%</b>	
 <b>Energy &amp; Climate</b>	40% absolute reduction of Scope 1 & 2 GHG emissions by 2022 (2005 baseline)	<b>34.7%</b>	
 <b>Supply Chain</b>	Achieve sustainable water use at our 12 tissue mills located in water-stressed areas by 2022	<b>4 of 12</b>	

For a full list of our current sustainability goals, see the "Our Goals" page of the [2019 Sustainability Report](#).

 On track  
 Behind plan  
 Off plan



# Awards

Organization	Award	Description
<b>American Chamber of Commerce (AMCHAM) of Costa Rica</b>	Social Responsibility in Action Award	AMCHAM recognized Kimberly-Clark Costa Rica's AmbientaDOS program as a pioneer initiative for its ability to be a successful, self-sustaining public-private recycling platform.
<b>CDP</b>	Climate = B (Sector avg. C) Forests = B (Sector avg. N/A) Water = B- (Sector avg. C) Supply Chain = A- (Sector avg. C)	CDP aims to incentivize and guide companies on a journey through disclosure towards becoming leaders on environmental transparency and action.
<b>Commonwealth Magazine</b>	Excellence in Corporate Social Responsibility	For the fifth consecutive year, Kimberly-Clark Taiwan has received the "Excellence in Corporate Social Responsibility Award" organized by Commonwealth Magazine, the reputable and well-known business publication group in Taiwan. Kimberly-Clark Taiwan ranked 6th in the Foreign Enterprises Category of 2019 Excellence in Corporate Social Responsibility Award.
<b>Corporate Responsibility Magazine</b>	100 Best Corporate Citizens	100 Best Corporate Citizens recognizes outstanding environmental, social and governance (ESG) transparency and performance amongst the 1,000 largest U.S. public companies.
<b>ECPI</b>	ECPI Indices Constituent	ECPI Indices are used for benchmarking, thematic investment, risk management purposes and to create index-tracking investment strategies or ETFs.
<b>EPA</b>	SmartWay Excellence Award	The 2019 SmartWay Excellence Award marks the tenth time Kimberly-Clark has been ranked amongst the top 2% of all SmartWay shippers who meet or exceed the emissions and carrier selection standards EPA outlines for clean, efficient transportation.
<b>Ethibel Sustainability Index</b>	Kimberly-Clark received the Ethibel Excellence Investment Register and reconfirmed as a constituent of the Ethibel Sustainability Index (ESI) Excellence Global	These indices are composed of companies belonging to the Ethibel Register, based on a best-in-class approach combined with ethical exclusion criteria.
<b>Ethical Corporation</b>	2019 Responsible Business Awards	Kimberly-Clark received two 2019 Ethical Corporation Responsible Business Awards for Community Impact and Sustainable Development Goal (SDG) Impact. The company was selected from more than 90 finalists for the prestigious awards, which recognize leadership in the movement towards a sustainable future.



Organization	Award	Description
<b>Ethisphere</b>	World's Most Ethical Companies	The World's Most Ethical Companies assessment is based upon the Ethisphere Institute's Ethics Quotient® (EQ) framework, which offers a quantitative way to assess a company's performance in an objective, consistent and standardized manner. The information collected provides a comprehensive sampling of definitive criteria of core competencies rather than all aspects of corporate governance, risk, sustainability, compliance and ethics.
<b>Forbes</b>	Best Employers for Diversity	The list is a ranking of 500 employers across all industries in the United States, based on surveying thousands of employees and examining employer diversity policies, as well as diversity in executive suites and on boards.
<b>Forbes</b>	Best Employers for Women	Kimberly-Clark was named to the Top 300 global companies, ranked #155.
<b>Forbes</b>	Best Employers for New Grads	Kimberly-Clark was named to the Best Employers for New Grads, ranked #124 out of 250 companies that made the list.
<b>Forbes</b>	World's Best Employers	To become eligible for this list, companies must first be named to the GLOBAL 2000: The World's Largest Public Companies. From this candidate pool of 2000 top global employers, Forbes and Statista selected the World's Best Employers based on an independent survey of more than 1.4 million employees working for companies across the globe.
<b>Forbes and Just Capital</b>	America's Most JUST Companies	The list of America's Most JUST Companies celebrates U.S. corporations that outperform their peers in the Russell 1000 on issues like worker treatment, customer treatment, environmental impact and leadership behavior.
<b>Forest 500</b>	Ranked in the top 5 in our industry for addressing potential forest-risk in supply chains	Forest 500 identifies and ranks the most influential companies and financial institutions in forest risk commodity supply chains as we shift to a deforestation-free economy.
<b>Fortune</b>	World's Most Admired Companies	The list recognizes U.S. corporations where there is a strong focus on ability to attract and retain talented people, quality of management, social responsibility to the community and environment, innovativeness, quality of products/services, wise use of corporate assets, financial soundness, long-term investment value and effectiveness in doing business globally.
<b>FTSE4Good</b>	Kimberly-Clark was recognized in the FTSE4Good Global Index Series (reconfirmed in June 2019)	The FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The index reorganizes companies for working toward environmental sustainability, developing positive relationships with stakeholders and upholding and supporting universal human rights.
<b>Hermes Creative Awards</b>	Platinum Award for Epping Mill/World Water Day video	Hermes Creative Awards honors excellence in publications, branding, collateral, videos, advertising, marketing, websites and communications programs.
<b>HR Asia</b>	Hong Kong's Best Companies to Work for in Asia	Forty-seven Hong Kong companies have been named the Best Companies to Work for in Asia by the human resource publication HR Asia.
<b>HR Asia</b>	Best Companies to Work for China	Kimberly-Clark China won "Best Companies to Work For in Asia" Award 2019 by HR Asia for the third consecutive year.



Organization	Award	Description
<b>ISS Corporate Solutions - QualityScore (Oekom)</b>	Kimberly-Clark maintained Prime status as of November 2019 from previous Oekom ESG rating report and jumped from C to B-, meaning that it fulfills ISS ESG's demanding requirements regarding sustainability performance in our sector	The ISS methodology analyzes 380 quantitative and qualitative factors informed by the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB) and the Task Force on Climate-related Financial Disclosures (TCFD).
<b>Mejores Empresas en Reputación Corporativa y Ética de América Central (Best Companies in Corporate Reputation and Ethics of Central America)</b>	Kimberly-Clark El Salvador is recognized among the 10 best companies in corporate and ethical reputation in Central America	This is a study carried out based on the criteria of 500 CEOs, managers and senior executives to determine the best-valued companies and entrepreneurs in the region in terms of their public image, integrity and adherence to good practices.
<b>National Association For Female Executives (NAFE)</b>	Top 70 Companies for Executive Women	This list recognizes U.S. corporations where there is a strong focus on advancing women into senior leadership, including mentoring, sponsorship, involvement in employee resource groups and leadership-development training. The evaluation also includes a review of benefits, including flexibility, corporate culture and CEO involvement, that serve to further opportunities for working women.
<b>Newsweek</b>	America's Most Responsible Companies	Newsweek partnered with global data research firm Statista Inc. to publish its first ranking of America's Most Responsible Companies. Kimberly-Clark ranked 47th.
<b>Reputation Institute/Forbes</b>	World's Most Reputable Companies	In the 2019 Global RepTrak® 100, an annual ranking of public perception toward the world's top companies, researchers at the Reputation Institute – a leading provider of reputation measurement and management services – surveyed more than 230,000 individuals in 15 countries to establish the rankings. Kimberly-Clark is ranked #74 in the 2019 rankings, strengthening its position by moving up the list three places from 2018.
<b>Vida y Éxito</b>	Sustainability Leader Award	Kimberly-Clark Costa Rica won a sustainability award for their AmbientaDOS program.
<b>Working Mother Magazine</b>	100 Best Companies	In 2019, Kimberly-Clark was named to <i>Working Mother's</i> annual list of the 100 Best Companies for its work to create opportunities for female career advancement, paid parental leave, benefits and flextime. The company also earned a spot on the 2017 and 2018 lists.
<b>WWF</b>	3 Trees on the Timber Scorecard	Kimberly-Clark received the highest rating of 3 Trees for the 3rd consecutive time. As with the 2015 and 2017 Scorecards, the report offers an insight into how each of the 122 companies reviewed scored with regards to setting and performing against commitments around responsible timber and wood product sourcing. Believing that transparent supply chains are an integral feature of a responsible company, WWF awarded points to companies for not just procuring a high proportion of products from sustainable sources, but also for making information regarding their sourcing practices publicly available.





# Memberships

These memberships provide platforms for the company to learn and share information about sustainability and related issues.

**AIM-PROGRESS:** A forum of leading Fast Moving Consumer Goods manufacturers assembled to enable and promote responsible sourcing practices and sustainable supply chains. The forum's key objectives include building supply chain capability, effectively assuring compliance to aligned standards among members and driving continuous improvement in member supply chains.

**Alliance for Period Supplies:** The Alliance for Period Supplies was formed in partnership with the National Diaper Bank Network in 2018 to provide women and girls in need with period supplies. As the organization's founding sponsor, our U by Kotex® brand has donated more than 25 million period supplies to help end period poverty in the U.S.

**Association of Plastic Recyclers (APR):** U.S trade association that promotes development of the plastics recycling industry by providing leadership for long-term industry growth and vitality.

**Catalyst:** Catalyst helps companies in measuring or diagnosing talent management gaps or identifying the best strategies that organizations and individual business leaders can use to access and leverage the best talent. Through a combination of research and practical implementation, and often in partnership with others, they identify and provide solutions to overcoming these barriers and creating equitable workplaces in which all talent can thrive.

**CEO Action for Diversity & Inclusion:** A business commitment led by 600 CEOs from leading companies and business organizations to advance diversity and inclusion within the workplace.

**The Conference Board:** A global, independent business membership and research association working in the public interest to help leaders navigate the biggest issues impacting business and better serve society. The Sustainability Council helps companies reshape and enhance sustainability efficiencies; embed sustainability into corporate strategy; and deliver products, services and solutions that drive reductions in environmental footprint for customers.

**Corporate Eco Forum:** A community of global leaders, representing 18 industries and \$3 trillion in revenues, dedicated to advancing sustainable business.

**EDANA:** Provides global leadership to create an environment beneficial to sustainable and profitable growth of the nonwovens and engineered fabrics and related industries to best serve our customers.



**Flexible Film Recycling Group (FFRG):**

A partnership of stakeholders from the polyethylene (PE) film value chain, including major resin suppliers, manufacturers (also known as converters), brand owners and recyclers, FFRG is working to significantly increase the collection and recycling of all flexible films and to educate the public about the importance of recycling.

**Forest Stewardship Council® (FSC®):** An independent, non-profit organization that protects forests for future generations.

**Foundation for Strategic Sourcing (F4SS):** The Foundation for Strategic Sourcing is a non-profit organization with a primary goal to establish a forum whereby CPG marketers, external manufacturers and secondary packagers can share best practices towards the creation of Industry Standards aimed at improving efficiency and reducing supply chain costs.

**INDA:** INDA is the Association of the Nonwoven Fabrics Industry, helping member companies in the nonwovens/engineered fabrics industry connect, innovate and develop their businesses.

**Industrial Energy Consumers of America**

**(IECA):** A non-profit, member-led organization to help manufacturing companies for which the availability, use and cost of energy, power or feedstock play a role in their ability to compete in domestic and world markets. IECA has six organized committees; Kimberly-Clark is a member of the Energy Committee.

**Leading Executives Advancing Diversity**

**(LEAD):** The mission of the LEAD Network is to attract, retain and advance women in the retail and consumer goods industry in Europe through education, leadership and business development. Its vision includes a diverse workforce where both men and women are enabled to contribute their full potential and lead their organizations to the next level of value creation.

**National Diaper Bank Network:** Our Huggies® Brand is the Founding Sponsor of the National Diaper Bank Network, a nonprofit that works with diaper banks, donors and sponsors to provide families with basic necessities and to raise awareness of diaper need. Since 2011, Huggies® has donated more than 200 million diapers and wipes.

**National Safety Council (NSC) in the United**

**States:** A non-profit organization with the mission to save lives by preventing injuries and deaths at work, in homes and communities and on the road through leadership, research, education and advocacy. Working to make the world measurably safer, NSC advances this mission by engaging businesses, government agencies, elected officials and the public to help prevent the fifth-leading cause of death in the U.S. – unintentional injuries.

**Network of Executive Women (NEW):** The Network of Executive Women was founded in 2001 by a small group of industry executives who believed there were not enough female leaders in the retail and consumer goods and services industry – and that everyone would benefit if there were. Their learning, events, best practices, research and leadership development programs advance women, build business and help create a better workplace for all.

**Ocean Plastics Leadership Network (OPLN):**

A network designed to mobilize retailers, brands, NGOs and alliances in the plastic value chain through experimental convenings at ocean plastic hotspots around the globe and an online community that promotes and advances solutions-oriented projects and ideas from experts and advocates.

**Personal Care Products Council (PCPC):**

A national trade association representing the global cosmetic and personal care products industry. Founded in 1894, the Council has more than 600 member companies who manufacture, distribute and supply personal care products in the United States. Kimberly-Clark participates in many of its standing committees and technical subcommittees, including the International Committee, Safety and Regulatory Committee, Quality Assurance Committee and Microbiology Committee. In addition, we participate in member-only meetings on subjects of common interest.

**The Recycling Partnership:** Offers companies and organizations a vehicle to make a meaningful impact on recycling and the environment while also stimulating the economy. It helps bridge the gaps between communities and the industries that benefit from recycling by creating campaigns that power local recycling programs, innovate to improve recycling systems and help solve and energize curbside recycling programs.

**#SeeHer:** Led by the Association of National Advertisers (ANA), its mission is to increase the percentage of accurate portrayals of women and girls in U.S. advertising and media by 20% by 2020.

**Sustainable Packaging Coalition (SPC):**

A membership-based collaborative that provides thought leadership and brings members together to strengthen and advance the business case for more sustainable packaging.

**Toilet Board Coalition:** The Toilet Board Coalition is a business led, public-private partnership that is made up of leading companies, government agencies, sanitation experts and non-profit organizations. Kimberly-Clark became a founding member in 2014 to help accelerate the development of the sanitation economy. Rishi Dhingra, Global Sector Lead, Vice President for Kimberly Clark's Family Care sector and Jenny Lewis, Vice President of the Kimberly-Clark Foundation, both serve as steering committee members.

**Trash Free Seas Alliance:** Ocean Conservancy's Trash Free Seas Alliance is a partnership that brings together businesses, academia and civil society organizations to identify solutions to keep plastics out of the ocean. As members of the steering committee, Kimberly-Clark's role is, in part, to shape the scope of the Alliance's efforts, guide the work, help open doors and participate in program implementations.

**U.S. Environmental Protection Agency (EPA)**

**SmartWay Transportation Partner:** Together, we have increased our intermodal usage by reducing length of haul, total miles, empty miles and wait time and idling at shipping and receiving docks. Since joining the SmartWay program in 2006, Kimberly-Clark has more than doubled its use of intermodal transport. By replacing trucks with rail, the company has saved an estimated 107 million gallons of diesel fuel and reduced greenhouse gas emissions by an estimated 1 million tons.

**World Wildlife Fund's (WWF) Global Forest and Trade Network (GFTN):**

A program to expand responsible and credibly certified forest management which includes technical assistance throughout the certification process and enhanced marketing opportunities. GFTN participants are committed to increasing the availability of forest products from well-managed forests, helping each other benefit and profit from sustainable forest management and ending the purchase of forest products from illegal and controversial sources. Kimberly-Clark works with WWF to help implement our global fiber procurement policy, and WWF provides technical assistance and feedback as we progressively increase the amount of environmentally preferred fiber used in making our tissue and personal care products.

**WRAP UK Plastics Pact:**

The WRAP UK Plastics Pact is an ambitious initiative that brings businesses from across the plastics value chain together with the UK government and NGOs to keep plastic in the economy and out of the environment. Signatories of the pact have committed to hit several bold targets by 2025.



# Investor Disclosures

Investor interest in ESG performance has grown rapidly, and investors seek disclosures that are relevant to their decisions, reliable, comparable and timely. Frameworks like SASB and TCFD offer clear structure for investor-focused disclosures and are gaining traction.

We recognize the need for extended ESG reporting, and below provide our first disclosures against the SASB and TCFD frameworks. In the coming years we plan to further evolve our management and reporting practices to better meet the needs of the

investment community using these frameworks. We believe that our management of ESG topics differentiates Kimberly-Clark, and we are committed to providing investors with relevant, high-quality disclosures that demonstrate the value the company creates through ESG.

## Sustainability Accounting Standards Board (SASB)

Topic	Code	Accounting Metric	Response
Water Management	CG-HP-140a.1	Total water withdrawn	Kimberly-Clark Consolidated: 10,249 cubic meters
		% of total water withdrawn in regions with high or extremely high baseline water stress	Kimberly-Clark Consolidated: 12%
		Total water consumed	Kimberly-Clark Consolidated: 11,823 cubic meters
		% of water consumed in regions with high or extremely high baseline water stress	Kimberly-Clark Consolidated: 12%
	CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	REPORT SECTION – Water Footprint
Product Environmental, Health and Safety Performance	CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	Within North America, Kimberly-Clark earns no revenue from products that contain more than 0.1% (w/w) of any chemical on the REACH SVHC Candidate List. We are currently unable to report for other regions and plan to expand the scope in future reports.
	CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	REPORT SECTION – Ingredients & Transparency





Topic	Code	Accounting Metric	Response
Packaging Lifecycle Management	CG-HP-410a.1	Total weight of packaging	Global = 1.3 million Metric Tons North America = 0.4 million Metric Tons
		Percentage made from recycled and/or renewable materials	Recycled fiber-based content in packaging: • Global = 68.5% • North America = 57.8%  Recycled content plastic in packaging: • Global = 2% • North America = 9%
		Percentage that is recyclable, reusable and/or compostable	Paper and plastic packaging: • Global = 98.46%* • North America = 98.48%  Plastic-only packaging: • Global = 84.49% <sup>1</sup> • North America = 79%
	CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	REPORT SECTION – Plastics Footprint
Environmental & Social Impacts of Palm Oil Supply Chain	CG-HP-430a.1	Amount of palm oil source	Kimberly-Clark purchased 206 metric tons of palm derivative material for its global businesses in 2019.  Kimberly-Clark purchased 2,368 metric tons of formulated solutions, which may have included palm oil or a palm oil derivative, as an ingredient for its global businesses in 2019
		% RSPO identity preserved	0%
		% RSPO segregated	0%
		% RSPO mass balance	0%
		% RSPO book & claim	0%
Activity Metrics	CG-HP-000.A	Total weight of products sold	4,937,043 metric tons
	CG-HP-000.B	Number of manufacturing facilities	81 manufacturing facilities globally

\* Global data are estimated using packaging material spend converted into weight through measured factors. Kimberly-Clark will continue to refine our measurement capabilities as our program develops.



## Task Force on Climate-related Financial Disclosures (TCFD)

Topic	Accounting Metric	Response
<b>Governance</b>	Describe the board's oversight of climate-related risks and opportunities	Kimberly-Clark's Vice President of Safety, Sustainability, and Occupational Health, Lisa Morden, reports once a year to the Nomination and Governance committee of the Board of Directors to report progress and answer questions relating therein.
	Describe management's role in assessing and managing climate-related risks and opportunities	REPORT SECTION – Addendum > <a href="#">Sustainability Governance</a>
<b>Strategy</b>	Describe the climate-related risks and opportunities the organization has identified over the short, medium and long term	CDP RESPONSE – Section C2. Risks and Opportunities
<b>Metrics and Targets</b>	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks	REPORT SECTION – Addendum > Data Tables > <a href="#">Greenhouse Gas Emissions and Scope 3</a>



# Data Tables

Financials	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Net income (\$B)<sup>1</sup></b>	\$1.80	\$1.60	\$1.80	\$2.10	\$1.52	\$1.01	\$2.17	\$2.28	\$1.41	<b>\$2.40</b>
<b>Net sales (\$B)<sup>1</sup></b>	\$18.30	\$19.30	\$19.50	\$19.60	\$19.70	\$18.60	\$18.20	\$18.30	\$18.50	<b>\$18.50</b>
<b>Net sales by division (\$B)<sup>1</sup></b>										
Personal Care <sup>1</sup>	\$8.70	\$9.10	\$9.60	\$9.50	\$9.60	\$9.20	\$9.00	\$9.10	\$9.00	<b>\$9.10</b>
Consumer Tissue <sup>1</sup>	\$6.50	\$6.80	\$6.50	\$6.60	\$6.60	\$6.10	\$6.00	\$5.90	\$6.00	<b>\$6.00</b>
K-C Professional <sup>1</sup>	\$3.10	\$3.30	\$3.30	\$3.30	\$3.40	\$3.20	\$3.20	\$3.20	\$3.40	<b>\$3.30</b>
<b>Net sales by region (\$B)</b>										
North America <sup>1</sup>	\$10.70	\$10.80	\$9.40	\$9.40	\$9.40	\$9.50	\$9.50	\$9.40	\$9.50	<b>\$9.62</b>
Outside North America <sup>3</sup>								\$9.20	\$9.30	<b>\$8.88</b>
Europe <sup>1</sup>	\$3.20	\$3.40	\$3.10	\$2.80	\$2.70	\$2.30	\$2.20			
	\$6.60	\$7.50	\$7.30	\$7.60	\$8.00	\$7.20	\$6.80			
Intergeographic (Asia, Latin America & other) <sup>1,2</sup>	(\$0.70)	(\$0.80)	(\$0.40)	(\$0.30)	(\$0.40)	(\$0.40)	(\$0.30)	(\$0.30)	(\$0.30)	<b>(\$0.30)</b>
<b>Operating costs (\$B)<sup>1</sup></b>	\$15.70	\$17.20	\$17.10	\$16.70	\$16.80	\$15.40	\$14.90	\$14.90	\$16.30	<b>\$15.40</b>
<b>Cash returned to shareholders (\$B)</b>	\$1.90	\$2.30	\$2.40	\$2.40	\$3.20	\$2.10	\$2.00	\$2.30	\$2.20	<b>\$2.20</b>
<b>Income taxes paid (\$B)</b>	\$0.60	\$0.50	\$0.50	\$0.80	\$0.90	\$0.70	\$0.70	\$1.00	\$0.40	<b>\$0.50</b>

1. Recast from discontinued operations.

2. "Intergeographic" refers to inter-company sales.

3. In 2017, began reporting net sales as North America and Outside North America to align with 10-K financial reporting.



Financials	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Total environmental expenditures (\$M)<sup>4</sup></b>	\$201	\$226	\$166	\$168	\$169	\$173	\$152	\$126	\$158	<b>\$221</b>
Capital <sup>4</sup>	\$26	\$32	\$22	\$30	\$38	\$61	\$44	\$21	\$45	<b>\$112</b>
O&M <sup>4</sup>	\$162	\$171	\$126	\$114	\$120	\$96	\$97	\$89	\$96	<b>\$96</b>
Government payments and R&D <sup>4</sup>	\$13	\$23	\$18	\$24	\$11	\$16	\$10	\$16	\$17	<b>\$13</b>
<b>Assets (\$B)</b>	\$19.9	\$19.4	\$19.9	\$18.9	\$15.5	\$14.8	\$14.6	\$15.2	\$14.5	<b>\$15.3</b>
<b>Donations and community investments (\$M)</b>	\$21	\$32	\$33	\$35	\$36	\$29	\$28	\$26	\$28	<b>\$28</b>
<b>Percent of net income<sup>5</sup></b>	1.1%	2.0%	1.8%	1.7%	2.3%	2.9%	1.3%	1.1%	2.0%	<b>1.1%</b>

4. Total environmental expenditures were restated for 2014 to be consistent with prior years to not include equity company numbers. Totals for 2014 exclude equity companies and Health Care facilities.

5. Recast from discontinued operations.





Full-time Employees	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>North America<sup>6</sup></b>	21,176	21,411	22,241	21,766	14,874	15,374	14,615	14,222	13,652	<b>13,722</b>
% of total <sup>6</sup>	37%	38%	38%	38%	35%	36%	35%	34%	34%	<b>33%</b>
<b>Latin America<sup>6</sup></b>	13,496	13,829	14,235	14,479	12,824	13,046	12,209	12,307	11,791	<b>11,563</b>
% of total <sup>6</sup>	24%	24%	24%	26%	30%	30%	29%	29%	29%	<b>28%</b>
<b>Europe, Middle East &amp; Africa</b>	8,626	8,222	8,039	6,872	6,780	6,708	6,884	7,132	7,168	<b>8,011</b>
% of total	15%	14%	14%	12%	16%	16%	16%	17%	18%	<b>19%</b>
<b>Asia/Pacific</b>	13,973	13,789	13,825	13,631	8,139	8,005	8,142	8,372	8,039	<b>8,301</b>
% of total	24%	24%	24%	24%	19%	18%	19%	20%	20%	<b>20%</b>
<b>Total full-time employees</b>	<b>57,271</b>	<b>57,251</b>	<b>58,340</b>	<b>56,748</b>	<b>42,617</b>	<b>43,133</b>	<b>41,850</b>	<b>42,033</b>	<b>40,650</b>	<b>41,597</b>

Union Membership	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Percentage of North American employees with union membership</b>	27%	25%	25%	25%	26%	21%	21%	21%	22% <sup>7</sup>	<b>27%</b>

Turnover (Global)	2010 <sup>8</sup>	2011 <sup>8</sup>	2012 <sup>8</sup>	2013 <sup>8</sup>	2014 <sup>8</sup>	2015 <sup>9</sup>	2016 <sup>9</sup>	2017 <sup>9</sup>	2018 <sup>9</sup>	2019 <sup>9</sup>
<b>Total</b>	6.4%	10.1%	9.9%	10.1%	11.0%	16.5%	16.1%	12.9%	22.8%	<b>20.8%</b>
<b>Voluntary</b>	4.3%	5.2%	5.8%	7.4%	8.0%	10.3%	9.7%	9.6%	16.4%	<b>14.0%</b>
<b>Involuntary</b>	2.1%	4.9%	4.2%	2.8%	3.0%	6.2%	6.4%	3.2%	6.4%	<b>6.8%</b>

6. Restated data history to report Mexico as part of North America (instead of Latin America) for a geographical view.

7. The percentage of unionized workers is approximately 22% of our workforce in many countries. However, in many countries, union membership is considered a private matter and may not be tracked for those countries. Furthermore, in some countries, employees are subject to union agreements who are not union members specifically.

8. 2010–2014 reported U.S. turnover only.

9. Beginning in 2015, turnover rate data is Global.



Kimberly-Clark Employee Safety	2010	2011	2012	2013	2014 <sup>13</sup>	2015 <sup>13</sup>	2016 <sup>13</sup>	2017	2018	2019
<b>Fatalities</b>	0	0	0	0 <sup>10</sup>	0	0	0 <sup>11</sup>	1 <sup>14</sup>	1 <sup>15</sup>	<b>0</b>
<b>Permanently disabling injuries</b>	14	8	9	2	2	5	4	2	11	<b>3</b>
<b>Total Reportable Incident Rate (TRIR)</b>	<b>0.44</b>	<b>0.40</b>	<b>0.31</b>	<b>0.27</b>	<b>0.23</b>	<b>0.21</b>	<b>0.23</b>	<b>0.19</b>	<b>0.177</b>	<b>0.179</b>
North America	0.59	0.44	0.33	0.30	0.24	0.22	0.22	0.32	0.20	<b>0.172</b>
Latin America	0.40	0.40	0.39	0.41	0.21	0.19	0.24	0.19	0.13	<b>0.165</b>
Europe (EMEA for 2015) <sup>12</sup>	0.71	0.71	0.39	0.80	0.37	0.34	0.33	0.34	0.50	<b>0.338</b>
Middle East & Africa <sup>12</sup>	1.01	0.53	0.76	0.33	0.48	N/A	N/A	N/A	N/A	<b>N/A</b>
Asia/Pacific	0.32	0.23	0.14	0.20	0.17	0.17	0.15	0.13	0.14	<b>0.126</b>
<b>Lost-time Reportable Incident Rate (LTRIR)</b>	<b>0.30</b>	<b>0.27</b>	<b>0.19</b>	<b>0.17</b>	<b>0.15</b>	<b>0.17</b>	<b>0.15</b>	<b>0.14</b>	<b>0.13</b>	<b>0.128</b>
North America	0.39	0.22	0.20	0.15	0.14	0.15	0.12	0.20	0.08	<b>0.118</b>
Latin America	0.31	0.36	0.21	0.25	0.16	0.18	0.17	0.16	0.12	<b>0.127</b>
Europe (EMEA for 2015) <sup>12</sup>	0.45	0.59	0.29	0.40	0.25	0.24	0.24	0.28	0.37	<b>0.235</b>
Middle East & Africa <sup>12</sup>	0.82	0.37	0.52	0.14	0.29	N/A	N/A	N/A	N/A	<b>N/A</b>
Asia/Pacific	0.21	0.14	0.08	0.13	0.11	0.12	0.09	0.09	0.09	<b>0.089</b>
<b>Safety compliance penalties</b>	<b>\$110,955</b>	<b>\$4,800</b>	<b>\$23,000</b>	<b>\$1,000</b>	<b>\$25,000</b>	<b>\$4,500</b>	<b>\$20,040</b>	<b>\$18,000</b>	<b>\$160,529</b>	<b>\$13,260</b>

10. In 2013, a motor vehicle fatality occurred in the trucking operations of Kimberly-Clark de Mexico, an unconsolidated affiliate.

11. In 2016, there were zero fatalities involving Kimberly-Clark employees; however there were three fatalities involving contractors at a subsidiary of the partly-owned Kimberly-Clark de Mexico: One incident where an outside roofer suffered a fatal fall, another involving a contract security guard, and one where a third-party trucker was involved in a vehicle accident.

12. In 2015, the data for Europe was combined for reporting purposes as Europe, Middle East and Africa (EMEA).

13. In 2016, Kimberly-Clark Professional (KCP) reporting was combined into regional data. Therefore data was revised for 2014 and 2015 as was previously reported out separately.

14. One fatality involving a Kimberly-Clark de Mexico employee. Note there was one additional fatality involving a contractor (non Kimberly-Clark employee) in Asia/Pacific.

15. In 2018 there was one Kimberly-Clark employee fatality at the Paris, Texas, facility when an employee was crushed by a truck at the loading dock. Kimberly-Clark de Mexico, a partly owned subsidiary, also suffered

one employee fatality in Bajio, Mexico, and one non-employee construction contractor fatality in Morelia, Mexico.

TRIR: Work-related events that result in fatalities, temporary or permanently disabling injuries, or illnesses, per 200,000 hours worked per annum.

LTRIR: Reportable injuries/illnesses that result in time away from work or restricted work, per 200,000 hours worked per annum.



<b>Full-time Employee Diversity<sup>16</sup></b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Women</b>	29.9%	30.1%	31.0%	35.6%	31.8%	32.2%	31.8%	30.5%	30.0%	<b>30.9%</b>
<b>Women in management</b>	27.3%	28.6%	29.3%	30.3%	31.1%	32.0%	33.0%	33.8%	33.4%	<b>34.2%</b>
<b>Ethnic minorities (U.S.)</b>	18%	18%	19%	19%	18%	19%	19%	19%	21%	<b>21%</b>
<b>Ethnic minorities in management (U.S.)</b>	10.9%	11.3%	11.7%	13.7%	12.2%	12.7%	13.2%	13.9%	16.0%	<b>17.9%</b>

<b>Board of Directors Diversity</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>
<b>Independent members</b>	92.3%	92.3%	91.7%	91.7%	91.7%	90.9%	91.7%	84.6%	85.7%	<b>92.3%</b>
<b>Women</b>	23.1%	23.1%	25.0%	25.0%	25.0%	18.2%	25.0%	23.1%	28.6%	<b>38.5%</b>
<b>Minority group membership</b>	23%	31%	33%	33%	33%	27%	33%	46%	50%	<b>36%</b>
<b>Total board members</b>	13	13	12	12	12	11	12	13	14	<b>13</b>
<b>Directors age 50+</b>	13	13	12	12	12	11	11	12	12	<b>11</b>

16. Through 2013, "Management" was defined as U.S. employees in EEP category 01 (executive/senior-level officials and managers, and first/middle-level officials and managers). In 2014, we revised our corporate definition for women and ethnic minorities in management to include employees identified as "Manager" in Kimberly-Clark's Workday system (previously, the term was defined as executive/senior-level officials and managers as well as first/mid-level officials and managers). This change enables us to report on gender representation in management globally and aligns with our internal reporting structures.



### Community & Employee Contributions (\$ million)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Community partners grants to U.S. employee-chosen charities	\$0.8	\$0.9	\$0.8	\$0.7	\$0.7	\$0.7	\$0.4	\$0.7	\$0.3	<b>\$0.3</b>
Value of matching gift contributions made by U.S. employees	\$1.3	\$1.3	\$1.5	\$1.5	\$1.7	\$1.5	\$1.4	\$1.5	\$1.2	<b>\$1.3</b>
Value of product donations	\$8	\$19	\$14	\$16	\$14	\$8	\$8	\$9	\$12	<b>\$12</b>
Global cash donations	\$12.4	\$12.9	\$19.0	\$18.7	\$22.0	\$20.7	\$19.8	\$17.5	\$15.9	<b>\$16.3</b>
<b>Total global (product &amp; cash) donations</b>	<b>\$20.7</b>	<b>\$32.1</b>	<b>\$33.0</b>	<b>\$35.0</b>	<b>\$35.8</b>	<b>\$29.0</b>	<b>\$28.2</b>	<b>\$26.0</b>	<b>\$27.9</b>	<b>\$28.3</b>
Employee giving	\$4.2	\$3.9	\$4.2	\$4.4	\$4.9	\$4.6	\$3.8	\$4.5	\$4.0	<b>\$3.8</b>
U.S. employee volunteer hours	78,000	84,000	77,430	80,571	80,074	75,356	41,993	86,012	83,819	<b>84,431</b>

### Social Impact (Lives)

	2016	2017	2018	2019 <sup>17</sup>	TOTAL
Access to sanitation	144,993	658,656	1,913,580	<b>1,062,015</b>	<b>3,907,285</b>
Helping children thrive	2,071,078	3,304,305	2,285,034	<b>3,785,349</b>	<b>11,445,766</b>
Empowering women & girls	385,133	416,960	338,419	<b>549,625</b>	<b>1,690,137</b>
<b>Total</b>	<b>2,601,204</b>	<b>4,379,241</b>	<b>4,537,033</b>	<b>5,396,989</b>	<b>17,043,188</b>

17. 2019 numbers are preliminary and subject to change as additional report from NGO partners are received.





## Social Compliance Audit Results

	2014	2015	2016	2017	2018	2019
<b>Number of in-scope suppliers<sup>18</sup></b>	397	272	302	391	509	<b>544</b>
<b>Facilities audited</b>						
Kimberly-Clark branded audits <sup>19</sup>	62	65	63	94	80	<b>101</b>
Customer branded audits <sup>20</sup>	60	67	85	83	106	<b>122</b>
<b>Facilities with non-conformance findings (requiring confirmation of mitigation and corrective actions)</b>						
Kimberly-Clark branded audited facilities	41	42	45	56	43	<b>29</b>
	10.3% of in-scope suppliers	15.4% of in-scope suppliers	14.9% of in-scope suppliers	14.3% of in-scope suppliers	8.4% of in-scope suppliers	<b>5.3% of in-scope suppliers</b>
<b>Facilities with non-conformance findings</b>						
Kimberly-Clark branded audited facilities	39	61	62	84	70	<b>67</b>
	9.8% of in-scope suppliers	22.4% of in-scope suppliers	20.5% of in-scope suppliers	21.5% of in-scope suppliers	13.7% of in-scope suppliers	<b>12.3% of in-scope suppliers</b>
<b>Non-conformance findings by category (Kimberly-Clark branded audits only)</b>						
Health & safety	40 facilities (73 total major health and safety findings)	38 facilities (92 total major health and safety findings)	48 facilities (126 total major health and safety findings)	56 facilities (202 total major health and safety findings)	43 facilities (99 total major health and safety findings)	<b>25 facilities (43 total major health and safety findings)</b>
Child labor	0 facilities (0 total major child labor findings)	0 facilities (0 total major child labor findings)	0 facilities (0 total major child labor findings)	0 facilities (0 total major child labor findings)	0 facilities (0 total major child labor findings)	<b>0 facilities (0 total major child labor findings)</b>

18. Number of in-scope suppliers refers to the number of suppliers regularly audited for social compliance.

19. Kimberly-Clark branded audits refer to audits measured against Kimberly-Clark compliance standards.

20. Customer branded audits refer to audits measured against customer-specific compliance standards.



## Social Compliance Audit Results

	2014	2015	2016	2017	2018	2019
Potential forced labor indicators <sup>21</sup>	6 facilities	3 facilities	3 facilities	7 facilities	2 facilities	<b>3 facilities</b>
	(7 total major findings of potential forced labor indicators)	(3 total major findings of potential forced labor indicators)	(3 total major findings of potential forced labor indicators)	(7 total major findings of potential forced labor indicators)	(2 total major findings of potential forced labor indicators)	<b>(3 total major findings of potential forced labor indicators)</b>
Freedom of association	0 facilities	0 facilities	0 facilities	0 facilities	0 facilities	<b>0 facilities</b>
	(0 total major freedom of association findings)	(0 total major freedom of association findings)	(0 total major freedom of association findings)	(0 total major freedom of association findings)	(0 total major freedom of association findings)	<b>(0 total major freedom of association findings)</b>
Discrimination	1 facility	0 facilities	1 facility	1 facility	2 facilities	<b>0 facilities</b>
	(1 total major discrimination finding)	(0 total major discrimination finding)	(1 total major discrimination finding)	(1 total major discrimination finding)	(2 total major discrimination findings)	<b>(0 total major discrimination findings)</b>

21. Forced labor indicators are conditions that indicate the potential for forced labor in an operation, such as: worker movement restrictions, recruitment fees, withholding of worker documents or similar findings.



## Fiber

Fiber Use (million MT) <sup>22</sup>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Virgin fiber</b>	2.6	2.5	2.4	2.4	2.4	2.4	2.4	2.4	2.4	<b>2.3</b>
% of total	72.5%	70.3%	71.3%	71.4%	72.3%	73.5%	76.6%	76.5%	74.8%	<b>74.9%</b>
<b>Recycled fiber</b>	0.97	1.05	0.95	0.96	0.91	0.87	0.73	0.73	0.81	<b>0.77</b>
% of total	27.5%	29.7%	28.7%	28.6%	27.7%	26.5%	23.4%	23.5%	25.2%	<b>25.1%</b>
<b>Total fiber used</b>	<b>3.53</b>	<b>3.53</b>	<b>3.31</b>	<b>3.36</b>	<b>3.29</b>	<b>3.29</b>	<b>3.12</b>	<b>3.13</b>	<b>3.21</b>	<b>3.07</b>

## Fiber Sourcing by Certification Type (%)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Virgin fiber from environmentally responsible sources<sup>23</sup></b>	98%	100%	100%	100%	100%	100%	100%	100%	100%	<b>100%</b>
Forest Stewardship Council® (FSC®)	39%	47%	53%	61%	62%	64%	67%	71%	70%	<b>63%</b>
Sustainable Forest Initiative (SFI)	31%	30%	32%	24%	24%	23%	22%	21%	24%	<b>35%</b>
Program for the Endorsement of Forest Certification (PEFC)	8%	6%	5%	4%	4%	3%	2%	2%	3%	<b>2%</b>
CERFLOR (Brazil)	8%	3%	2%	0%	0%	0%	0%	0%	0%	<b>0%</b>
Canadian Standards Association (CSA)	7%	5%	5%	6%	7%	7%	5%	4%	0%	<b>0%</b>
Forest Stewardship Council® Controlled Wood (FSC®-CW)	5%	8%	2%	6%	4%	3%	4%	2%	3%	<b>0%</b>
Not certified	2%	0%	0%	0%	0%	0%	0%	0%	0%	<b>0%</b>

22. As part of our 2011 global GF&TN agreement with WWF, we will report our total use of environmentally preferred fiber for all fiber-containing products. Virgin pulp will include all K-C manufactured pulp, purchased market pulp and third-party contract-manufactured fiber-containing products. K-C began collecting fiber data from third-party contract manufacturers in 2009.

23. Approximately 150 tons of fiber were not certified in 2012. Due to rounding, this is not reflected.



## Environmentally Preferred Tissue Fiber (% Global)<sup>24</sup>

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Environmentally preferred fiber</b>	65%	74%	78%	83%	84%	86%	89%	89%	87%	<b>84%</b>
<b>Virgin fiber</b>										
FSC® Mix	33%	39%	44%	50%	52%	55%	61%	61%	57%	<b>54%</b>
FSC® Plantation <sup>25</sup>	29%	33%	38%	42%	43%	44%	49%	50%	48%	<b>44%</b>
<b>Recycled fiber</b>										
Recycled content	32%	35%	34%	33%	32%	31%	28%	28%	30%	<b>31%</b>
Post-consumer recycled content <sup>26</sup>	13%	14%	14%	14%	14%	13%	13%	13%	13%	<b>24%</b>

24. Data represents Kimberly-Clark and equity affiliates.

25. FSC® Plantation is a subset of FSC® Mix.

26. Post-consumer recycled content is a subset of Recycled content; Post-consumer recycled content reported for North America and Europe only.



### Environmentally Preferred Tissue Fiber (% North America)<sup>27</sup>

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Environmentally preferred fiber</b>	57%	63%	74%	79%	81%	84%	87%	86%	82%	<b>76%</b>
<b>Virgin fiber</b>										
FSC® Mix	32%	37%	44%	51%	53%	56%	59%	60%	54%	<b>43%</b>
FSC® Plantation <sup>28</sup>	26%	30%	34%	38%	39%	40%	40%	41%	38%	<b>31%</b>
<b>Recycled fiber</b>										
Recycled content	25%	26%	30%	28%	28%	28%	28%	26%	28%	<b>33%</b>
Post-consumer recycled content <sup>29</sup>	20%	23%	26%	23%	23%	26%	26%	24%	26%	<b>25%</b>

### Chlorine-Free Wood Pulp Purchases (%)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Elemental chlorine free (ECF)<sup>30</sup></b>	95%	95%	98%	98%	97%	97%	98%	98%	98%	<b>98%</b>
<b>Total chlorine free (TCF)<sup>30</sup></b>	5%	5%	2%	2%	3%	3%	2%	2%	2%	<b>2%</b>

### Natural Forest Fiber Use (MT)

	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Virgin fiber from Natural Forest sources (Northern Softwood)</b>	756,531	572,456	574,843	575,606	565,105	559,437	534,644	526,483	<b>522,201</b>
<b>% reduction of Natural Forest Fiber</b>	N/A <sup>31</sup>	24%	24%	24%	25%	26%	29%	30%	<b>31%</b>

27. Data represents Kimberly-Clark and equity affiliates.

28. FSC® Plantation is a subset of FSC® Mix.

29. Post-consumer recycled content is a subset of recycled content.

30. Context needed for ECF/TCF marketplace.

31. Data not available for reporting in 2011.



## Energy

Energy Use (trillion Btu)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Non-renewable energy</b>	60.8	59.8	54.4	53.1	53.1	53.8	51.9	51.7	50.2	<b>48.4</b>
% of total	85%	86%	94%	93%	93%	94%	92%	92%	90%	<b>92%</b>
<b>Renewable energy</b>	10.5	9.6	3.6	4.0	4.1	3.7	4.4	4.2	5.9	<b>4.4</b>
% of total	15%	14%	6%	7%	7%	6%	8%	8%	10%	<b>8%</b>
<b>Total energy use</b>	<b>71.3</b>	<b>69.3</b>	<b>58.0</b>	<b>57.1</b>	<b>57.2</b>	<b>57.5</b>	<b>56.3</b>	<b>56.0</b>	<b>56.0</b>	<b>52.9</b>
<b>Energy efficiency (million Btu/MT of production)</b>	14.2	14.7	12.3	12.0	11.5	11.4	11.2	11.0	11.1	<b>10.7</b>

Direct Energy Use (trillion Btu)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Natural gas</b>	29.1	29.6	30.0	29.9	29.7	30.9	31.0	31.5	33.5	<b>34.1</b>
% of total	54.0%	56.8%	73.1%	74.3%	73.2%	75.4%	78.9%	81.1%	86.4%	<b>94.7%</b>
<b>Purchased biomass, purchased liquor</b>	15.5	14.1	3.6	4.0	4.1	3.7	3.9	3.7	2.7	<b>0.5</b>
% of total	28.9%	27.0%	8.7%	10.0%	10.9%	9.0%	10.0%	9.5%	7.1%	<b>1.5%</b>
<b>Coal</b>	7.8	7.3	6.5	5.6	5.5	5.2	4.3	3.6	2.5	<b>1.2</b>
% of total	14.4%	13.9%	15.8%	13.9%	13.4%	12.7%	11.0%	9.3%	6.4%	<b>3.3%</b>
<b>Fuel oil</b>	1.3	1.0	0.9	0.7	0.5	0.3	0.1	0.1	0.1	<b>0.02</b>
% of total	2.4%	2.0%	2.1%	1.7%	1.2%	0.7%	0.2%	0.2%	0.2%	<b>0.1%</b>
<b>Other</b>								0.2	0.2	<b>0.2</b>
% of total								0.0%	0.0%	<b>0.0%</b>
<b>Total direct energy use</b>	<b>53.6</b>	<b>52.0</b>	<b>40.9</b>	<b>40.1</b>	<b>40.0</b>	<b>41.0</b>	<b>39.3</b>	<b>38.9</b>	<b>38.8</b>	<b>36.2</b>





Indirect Energy Use (trillion Btu)	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Electricity</b>	17.5	17.2	16.9	17.0	16.6	16.5	15.7	15.7	15.9	<b>15.6</b>
% of total	99.0%	99.2%	99.2%	99.4%	95.1%	94.7%	93.5%	93.3%	93.5%	<b>93.4%</b>
<b>Steam</b>	0.2	0.1	0.1	0.1	0.9	0.9	1.1	1.1	1.1	<b>1.1</b>
% of total	1.0%	0.8%	0.8%	0.6%	4.9%	5.3%	6.5%	6.7%	6.5%	<b>6.6%</b>
<b>Hot water</b>									0.01	<b>0.02</b>
% of total									0.0%	<b>0.0%</b>
<b>Total indirect energy use</b>	<b>17.7</b>	<b>17.4</b>	<b>17.1</b>	<b>17.1</b>	<b>17.4</b>	<b>17.4</b>	<b>16.8</b>	<b>16.9</b>	<b>17.0</b>	<b>16.7</b>

Intermodal Transportation (North America) <sup>32</sup>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Total intermodal loads</b>	78,502	87,934	91,353	92,536	95,987	87,517	85,630	79,694	78,479	<b>70,966</b>
Annual change	22%	12%	4%	1%	4%	-5%	-2%	-9%	-2%	<b>-10%</b>
<b>Miles traveled (millions)</b>	109	118	120	120	122	113	112	104	103	<b>98</b>
<b>Intermodal cost savings (\$M) vs. over-the-road truck costs</b>	\$44.2	\$55.8	\$60.3	\$59.2	\$62.1	\$56.5	\$53.9	\$44.6	\$58.2	<b>\$45.9</b>
<b>Estimated fuel use (million gallons of diesel)</b>										
Intermodal	9.1	9.8	10.0	10.0	10.2	9.4	9.3	8.7	7.9	<b>7.6</b>
Comparable truck-only fuel use	18.2	19.6	19.9	20.0	20.3	18.8	18.6	17.3	15.8	<b>15.1</b>
Estimated gallons saved	9.1	9.8	10.0	10.0	10.2	9.4	9.3	8.7	7.9	<b>7.6</b>
<b>Estimated GHG emissions (MTCO<sub>2</sub>e - Scope 3)<sup>33</sup></b>										
Intermodal	92,850	99,972	101,514	101,786	103,555	95,799	94,891	88,088	80,286	<b>77,111</b>
Comparable truck-only fuel use	185,701	199,989	203,073	203,572	207,110	191,552	189,738	176,220	160,526	<b>154,221</b>
Savings	92,850	99,972	101,514	101,786	103,555	95,799	94,891	88,088	80,286	<b>77,111</b>

32. All figures are estimates.

33. Pounds of GHG emissions based on estimate of 22.45 pounds per gallon of diesel fuel.



## GHG Emissions Scope 1 & 2 (Million MTCO<sub>2</sub>e)<sup>34</sup>

	(base year) 2005	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Direct (Scope 1)</b>	2.6	2.5	2.5	2.4	2.2	2.2	2.2	2.1	2.1	2.1	<b>2.0</b>
<b>Indirect (Scope 2)</b>	2.9	2.8	2.7	2.7	2.7	2.7	2.7	2.4	2.4	2.4	<b>2.2</b>
<b>Total emissions</b>	5.5	5.3	5.2	5.1	5.0	4.9	4.9	4.6	4.5	4.5	<b>4.1</b>
<b>Change from previous year (%)</b>	N/A	N/A	-1.6%	-2.4%	-2.3%	-1.1%	-0.1%	-7.1%	-0.9%	-1.4%	<b>-7.8%</b>
<b>CO<sub>2</sub>e per metric ton of production (CO<sub>2</sub> intensity)</b>		1.05	1.11	1.08	1.04	0.99	0.97	0.91	0.89	0.88	<b>0.83</b>
<b>Specific emissions</b>											
Carbon dioxide (CO <sub>2</sub> )		5.24	5.16	5.05	4.93	4.90	4.88	4.54	4.51	4.44	<b>4.11</b>
Methane (CH <sub>4</sub> )		0.011	0.010	0.006	0.006	0.006	0.006	0.006	0.005	0.005	<b>0.004</b>
Nitrous oxide (N <sub>2</sub> O)		0.033	0.031	0.020	0.020	0.021	0.020	0.020	0.019	0.017	<b>0.013</b>
<b>Market-based emissions<sup>35</sup></b>											
Direct (Scope 1)	2.6								2.09	2.08	<b>1.96</b>
Indirect (Scope 2)	3.0								2.48	1.99	<b>1.67</b>
Total emissions	5.6								4.57	4.07	<b>3.64</b>
<b>Specific emissions</b>											
Carbon dioxide (CO <sub>2</sub> )	5.53								4.54	4.50	<b>3.62</b>
Methane (CH <sub>4</sub> )	0.008								0.005	0.005	<b>0.003</b>
Nitrous oxide (N <sub>2</sub> O)	0.03								0.02	0.02	<b>0.01</b>

34. The U.S. emission factors were based on the 2015 U.S. EPA eGRID2012 version 1.0, and the international emission factors used the International Energy Agency Data Services "CO<sub>2</sub> Emissions from Fuel Combustion" (2013 Edition). Reported CO<sub>2</sub>e emissions are based on location-based emission factors where available. For further details on location or market-based data, please see our CDP Climate Change Investor Response 2017.

35. In 2017, Kimberly-Clark began reporting CO<sub>2</sub>e emissions in market-based emission factors in preparation for the 2018 renewable wind electricity PPA in North America.



## GHG Emissions Scope 3

Category <sup>36</sup>	2017		2018		2019	
	Thousand MTCO <sub>2</sub> e	%	Thousand MTCO <sub>2</sub> e	%	Thousand MTCO <sub>2</sub> e	%
Purchased goods & services - Category 1	7,040	54%	7,211	60%	<b>7,401</b>	<b>61%</b>
Capital goods - Category 2	564	4%	566	5%	<b>676</b>	<b>6%</b>
Fuel & energy related activities - Category 3	1,237	10%	1,368	11%	<b>1,333</b>	<b>11%</b>
Upstream transport and distribution - Category 4	1,141	9%	292	2%	-	<b>0%</b>
Waste generated in operations - Category 5	283	2%	299	2%	<b>320</b>	<b>3%</b>
Business travel - Category 6	63	0%	49	0%	<b>80</b>	<b>1%</b>
Employee commuting - Category 7	20	0%	19	0%	<b>20</b>	<b>0%</b>
Additional categories (8, 9, 10, 11, 13 and 14) do not contribute to the results	-	0%	-	0%	-	<b>0%</b>
End-of-life of sold products - Category 12	2,187	17%	1,953	16%	<b>1,859</b>	<b>15%</b>
Investments - Category 15	400	3%	346	3%	<b>369</b>	<b>3%</b>

## Other Criteria Pollutants (MT)<sup>37</sup>

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
NO <sub>x</sub>	3,948	3,833	2,915	2,869	2,895	2,562	2,545	2,453	2,536	<b>1,578</b>
SO <sub>2</sub>	4,193	3,031	2,452	1,787	1,776	1,860	1,689	1,638	1,692	<b>1,319</b>

36. These categories are built referencing the Greenhouse Gas Protocol and supplement to the Corporate Value Chain Accounting and Reporting Standard. Categories left blank are considered non-material to Kimberly-Clark's business.

37. 2010 through 2015 pollutant values were revised to reflect more accurate data from continuous emission monitors compared to previous report responses, which were based on only emission factors.



## Water

### Process Fresh Water Use (million cubic meters)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Surface</b>	72.6	74.1	46.7	44.5	43.5	44.8	41.4	38.6	39.5	<b>37.5</b>
% of total	57%	59%	45%	48%	46%	49%	45%	43%	43%	<b>43%</b>
<b>Municipal</b>	36.3	33.0	39.7	31.8	28.3	27.3	30.9	31.2	32.2	<b>30.3</b>
% of total	29%	26%	38%	34%	30%	30%	34%	35%	35%	<b>35%</b>
<b>Groundwater</b>	17.7	18.0	18.2	17.0	21.9	20.0	19.3	19.6	19.5	<b>19.1</b>
% of total	14%	14%	17%	18%	23%	22%	21%	22%	21%	<b>22%</b>
<b>Total water use</b>	<b>126.5</b>	<b>125.2</b>	<b>104.6</b>	<b>93.3</b>	<b>93.6</b>	<b>92.1</b>	<b>91.6</b>	<b>89.4</b>	<b>91.3</b>	<b>86.9</b>
<b>Change from previous year</b>	N/A	-1%	-16%	-11%	0%	-2%	0%	-2%	2%	<b>-5%</b>
<b>Water use efficiency (m<sup>3</sup> / MT of production)</b>	44.2	46.2	41.1	35.9	35.3	35.0	35.2	34.9	35.9	<b>35.4</b>

### Process Effluent Discharge Destinations (%)

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Surface</b>	87%	87%	88%	83%	88%	89%	88%	88%	87%	<b>86%</b>
<b>Municipal</b>	13%	13%	12%	17%	12%	11%	12%	12%	13%	<b>14%</b>

**Actual Water Use at Tissue Mills in Water-Stressed Regions (m<sup>3</sup>)**

	2015	2016	2017	2018	2019
<b>Kluang</b>	1,027,535	709,462	568,414	494,875	<b>436,108</b>
<b>Mogi Das Cruzes</b>	456,065	423,984	480,477	568,497	<b>669,331</b>
<b>Cauca</b>	1,200,706	1,096,686	1,306,406	1,250,563	<b>1,213,838</b>
<b>Sitio Del Nino</b>	1,843,013	1,156,001	903,995	717,132	<b>668,038</b>
<b>Bernal</b>	532,590	409,253	368,316	341,751	<b>249,050</b>
<b>Puente Piedra</b>	718,079	653,345	773,613	733,612	<b>741,987</b>
<b>Askar</b>	253,446	278,828	332,541	296,795	<b>174,014</b>
<b>Enstra</b>	849,332	854,396	737,838	666,222	<b>705,733</b>
<b>Hadera</b>	265,549	183,200	171,770	172,292	<b>175,662</b>
<b>Nahariya</b>	359,480	361,470	301,356	285,620	<b>253,638</b>
<b>Fullerton</b>	1,894,065	1,607,248	1,508,108	1,296,882	<b>1,085,278</b>
<b>Barbosa</b>	849,431	797,632	874,635	904,363	<b>909,834</b>
<b>Total</b>	<b>10,249,290</b>	<b>8,531,505</b>	<b>8,327,470</b>	<b>7,728,604</b>	<b>7,282,511</b>



## Waste

### Nonhazardous Manufacturing Waste (% of total nonhazardous waste)<sup>38</sup>

	2010	2011	2012	2013	2014	2015	2016 <sup>39</sup>	2017	2018	2019
<b>Reused</b>	12.1%	13.3%	17.8%	18.1%	17.2%	16.7%	5.0%	5.5%	4.3%	<b>2.7%</b>
<b>Recycled</b>	18.5%	17.6%	20.2%	19.6%	18.3%	20.3%	20.6%	21.7%	22.9%	<b>25.2%</b>
<b>Alternative daily cover, mine reclamation and liquid solidification</b>	24.1%	22.5%	25.9%	29.2%	34.1%	40.0%	52.0%	51.5%	54.2%	<b>55.4%</b>
<b>Composted</b>	5.0%	1.1%	0.9%	0.9%	1.2%	2.0%	1.6%	1.8%	2.2%	<b>2.3%</b>
<b>Converted to energy</b>	20.3%	20.4%	12.4%	12.2%	12.2%	12.7%	14.4%	14.1%	11.1%	<b>8.0%</b>
<b>Incineration without heat recovery</b>	0.8%	0.5%	0.9%	0.8%	0.7%	0.7%	0.8%	0.5%	0.4%	<b>0.5%</b>
<b>Landfilled</b>	19.1%	24.5%	22.0%	19.2%	16.2%	7.6%	5.6%	4.7%	4.9%	<b>5.9%</b>
<b>Other<sup>40</sup></b>	N/A	N/A	N/A	N/A	N/A	N/A	0.2%	0.1%	0.0%	<b>0.1%</b>
<b>Total nonhazardous waste (million MT)</b>	<b>1.37</b>	<b>1.29</b>	<b>1.33</b>	<b>1.28</b>	<b>1.25</b>	<b>1.15</b>	<b>1.23</b>	<b>1.21</b>	<b>1.14</b>	<b>1.09</b>

38. At Kimberly-Clark, all waste data is collected by mass except a portion of liquid waste which is collected by volume in liters with a conversion factor of 1 liter = 1 kilogram.

39. In 2016, our manufacturing waste program was expanded referencing the UL Environment Zero Waste to Landfill standard to include all wastes and recyclable materials generated at both manufacturing and non-manufacturing facilities and the disposition of those materials. Our non-hazardous manufacturing waste data was updated per our annual review process. This figure includes waste streams that are excluded in the UL standard.

40. "Other" includes miscellaneous, alternative disposal methods and was separated from "Reused" in 2016.





### Hazardous Manufacturing Waste (% of total hazardous waste)<sup>41, 42</sup>

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
<b>Biological treatment</b>	0.8%	0.0%	0.1%	0.0%	0.1%	0.3%	0.7%	0.9%	0.9%	<b>0.8%</b>
<b>Recycled</b>	50.2%	46.2%	13.8%	12.9%	12.3%	22.6%	19.9%	11.6%	12.4%	<b>9.9%</b>
<b>Incineration without heat recovery</b>	25.6%	26.2%	14.3%	28.1%	38.0%	36.3%	29.4%	21.6%	35.6%	<b>38.9%</b>
<b>Chemical treatment</b>	15.8%	15.2%	44.1%	36.5%	36.7%	26.6%	25.3%	4.6%	2.5%	<b>3.7%</b>
<b>Surface impoundment</b>	0.0%	7.8%	10.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>
<b>Thermal treatment</b>	5.0%	1.4%	3.7%	7.9%	2.0%	0.6%	0.1%	2.6%	2.6%	<b>0.7%</b>
<b>Permanent storage</b>	0.0%	0.0%	1.7%	0.7%	0.4%	0.5%	0.3%	0.0%	0.1%	<b>0.1%</b>
<b>Landfilled</b>	1.8%	0.6%	2.9%	3.2%	4.4%	6.8%	10.7%	7.8%	13.8%	<b>10.8%</b>
<b>Blended fuel</b>	0.8%	2.5%	9.2%	10.7%	6.1%	6.3%	10.8%	2.2%	32.1%	<b>29.6%</b>
<b>Deep well injection</b>	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>
<b>Mandated waste</b>	N/A	N/A	N/A	N/A	N/A	N/A	2.3%	48.6% <sup>43</sup>	0.0%	<b>5.5%</b>
<b>Total hazardous waste (kg)</b>	<b>226,701</b>	<b>233,019</b>	<b>538,047</b>	<b>771,590</b>	<b>869,266</b>	<b>1,326,463</b>	<b>1,019,980</b>	<b>1,726,829</b>	<b>4,647,736</b>	<b>1,214,011</b>

41. At Kimberly-Clark, all waste data is collected by mass except a portion of liquid waste which is collected by volume in liters with a conversion factor of 1 liter = 1 kilogram.

42. In 2016, our manufacturing waste program was expanded referencing the UL Environment Zero Waste to Landfill standard to include all wastes and recyclable materials generated at both manufacturing and non-manufacturing facilities and the disposition of those materials. Our hazardous manufacturing waste data was updated per our annual review process.

43. The 2017 increase in mandated waste was driven due to the government required disposal of asbestos at one of our facilities.



<b>Manufacturing Waste Efficiency</b>	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Waste per metric ton of production (MT/MT of production)	0.27	0.27	0.28	0.27	0.25	0.23	0.24	0.24	0.23	0.22

<b>Materials Consumption and Production</b>	2015	2016	2017	2018	2019
<b>Total production volume (million MT of production)</b>	<b>5.06</b>	<b>5.07</b>	<b>5.08</b>	<b>5.07</b>	<b>4.94</b>
<b>Materials used (million MT)</b>					
Virgin fiber	2.4	2.4	2.4	2.4	2.2
Recycled fiber	0.87	0.73	0.73	0.81	0.77
Polymers	0.63	0.63	0.56	0.57	0.56
Packaging	0.68	0.70	0.71	0.68	0.64
Adhesives	0.07	0.08	0.76	0.07	0.07
Polymer-based components	0.03	0.03	0.02	0.02	0.016

<b>Post-Consumer Waste (MT)</b>	2016	2017	2018	2019
<b>Total finished product and packaging waste diverted from landfill<sup>44</sup></b>				
Waste diversion – post-consumer waste solutions	7,149	11,056	14,983	18,890
Waste avoidance – design to reduce	1,850	4,956	6,684	7,427
<b>Total</b>	<b>8,999</b>	<b>16,012</b>	<b>21,666</b>	<b>26,317</b>

44. Tonnages reported are built from cumulative waste diverted from landfill towards the 150,000 MT target.



# GRI Index

GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GENERAL DISCLOSURES</b>			
<b>GRI 102-1</b>	Organization name	Kimberly-Clark Corporation	
<b>GRI 102-2</b>	Primary brands, products and services Sale of banned or disputed products	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a> Kimberly-Clark is not aware of knowingly selling or distributing products that are banned in any markets.	
<b>GRI 102-3</b>	Headquarters location	P.O. Box 619100, Dallas, Texas, USA	
<b>GRI 102-4</b>	Where the organization operates	Our global headquarters is in Dallas, TX, USA. We also have manufacturing facilities in 34 countries.	
<b>GRI 102-5</b>	Nature of ownership and legal form	Publicly traded Delaware U.S. corporation 10-K (page 1) <a href="http://investor.kimberly-clark.com/secfiling.cfm?filingID=55785-18-14">http://investor.kimberly-clark.com/secfiling.cfm?filingID=55785-18-14</a>	
<b>GRI 102-6</b>	Markets served	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a>	
<b>GRI 102-7</b>	Scale of the organization	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a> 41,596 full-time employees at the end of 2019.	
<b>GRI 102-8</b>	Total number of employees by type	41,596 total full-time employees. Globally, 30.9% of all full-time employees are women. 34.2% of management globally is comprised of women.	
<b>GRI 102-9</b>	Supply chain description	Kimberly-Clark maintains an extensive global supply chain consisting of over 30,000 suppliers of production materials, packaging, finished products, manufacturing operating supplies, capital equipment and other equipment and services to supply a network of global manufacturing locations.	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 102-10</b>	Organizational changes during reporting period	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a>	
<b>GRI 102-11</b>	Precautionary principle	Our vision to provide the essentials for a better life includes our commitment to protect the environment. This vision inspires our search for more sustainable ways of meeting our customers' needs. We consider the precautionary principles in the processes, systems and capabilities utilized within our Product Safety, Sustainability, Regulatory Affairs and Research and Engineering functions. We seek ways to reduce environmental impact from our operations and design products that are environmentally innovative.	Principle 7
<b>GRI 102-12</b>	External charters, principles or other initiatives	REPORT SECTION – Governance	Principles 1 & 8
<b>GRI 102-13</b>	Membership association	REPORT SECTION – Memberships	
<b>GRI 102-14</b>	CEO letter	REPORT SECTION – A message from CEO Mike Hsu	Statement of continuing support
<b>GRI 102-15</b>	Key impacts, risks and opportunities	REPORT SECTION – Our Strategy for the Decisive Decade	Principle 8
<b>GRI 102-16</b>	Code of Conduct	Code of Conduct <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a>	Principles 1 & 8
<b>GRI 102-17</b>	Mechanisms for advice and concerns about ethics	Code of Conduct <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a> Mechanisms for asking questions and raising concerns regarding unethical or unlawful behavior are communicated in our Code of Conduct. Questions and concerns may be raised via a variety of channels including our Compliance HelpLine which allows for anonymous reporting where permissible by law. Kimberly-Clark policy prohibits retaliation for raising concerns or asking questions in good faith.	
<b>GRI 102-18</b>	Governance structure of the organization	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a> REPORT SECTION – Governance	Principle 8
<b>GRI 102-19</b>	Delegating Authority	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a>	
<b>GRI 102-20</b>	Executive-level accountability to economic, environmental & social topics	REPORT SECTION – Sustainability Governance	
<b>GRI 102-21</b>	Stakeholder consultation w/governance body on economic, environmental & social topics	REPORT SECTION – Sustainability Governance	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 102-22</b>	Composition of the board and its committees	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a> Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a> REPORT SECTION - Governance	
<b>GRI 102-23</b>	Whether the chair of the board is also an executive officer	Michael Hsu is Chairman of the Board and Chief Executive Officer for Kimberly-Clark Corporation. <a href="https://www.kimberly-clark.com/en/company/leadership">https://www.kimberly-clark.com/en/company/leadership</a>	
<b>GRI 102-24</b>	Nomination and selection process for the board and its committees	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-25</b>	Board conflicts of interest	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a> Code of Conduct <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a>	Principle 10
<b>GRI 102-26</b>	Role of board in setting sustainability mission	Kimberly-Clark's Vice President of Safety, Sustainability and Occupational Health, Lisa Morden, reports once a year to the Nomination and Governance committee of the Board of Directors to report progress and answer questions relating therein. The board also plays a role through strategy development with Sr. leadership (Executive Leadership Team approvals, board briefings, etc.). Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-28</b>	Board performance with respect to governance of sustainability topics	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	Principle 8
<b>GRI 102-29</b>	Board role in the identification and management of sustainability impacts, risks and opportunities	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	Principles 7 & 8
<b>GRI 102-30</b>	Board role in reviewing risk management for sustainability	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-31</b>	Frequency of the board's review of sustainability impacts, risks and opportunities	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	Principles 7 & 8
<b>GRI 102-32</b>	The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered	CEO Mike Hsu	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 102-33</b>	Process for communicating critical concerns to the board	Code of Conduct <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a>	
<b>GRI 102-35</b>	Pay policies for board and executives	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-36</b>	Process for determining remuneration	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-37</b>	Process for seeking stakeholder input on remuneration	Proxy Statement <a href="https://kimberlyclark.gcs-web.com/financial/proxy-statement">https://kimberlyclark.gcs-web.com/financial/proxy-statement</a>	
<b>GRI 102-40</b>	Stakeholder groups	REPORT SECTION – Our Strategy for the Decisive Decade  We engage with stakeholders in many ways on an ongoing basis – ranging from conducting customer and consumer research to engaging in dialogue and developing strategic partnerships with environmental and humanitarian organizations.  In addition, we communicate progress to the shareholder and investment communities through our annual 10-K, through investor and shareholder meetings, at analyst-sponsored conferences and through distribution of our sustainability reporting content.	
<b>GRI 102-41</b>	Collective bargaining agreements	Approximately 27% of our mill workforces are covered by collective bargaining agreements.	Principle 3
<b>GRI 102-42</b>	How stakeholders were identified	Stakeholders viewed as strategic partners are those who have a significant interest and/or impact on areas that are most material to our company.	
<b>GRI 102-43</b>	Approach to stakeholder engagement	Kimberly-Clark is involved with ongoing stakeholder engagement which takes many forms – from one-way information channels to consumer and customer research, and from dialogue with environmental organizations to partnerships with humanitarian organizations.  Examples of engagement include, but are not limited to: annual meetings, one-on-one interviews, engagement surveys, education or marketing campaigns, earning calls or shareholder resolutions, risk assessments and audits, volunteering programs and media relations.	Principle 8
<b>GRI 102-44</b>	Topics raised during stakeholder engagement	Within our ongoing stakeholder engagement, topics include but are not limited to: our business practices, the environment, operating context, people and community, products and packaging, quality, safety and health, human rights, cost reductions, pricing, organic growth and operating margins, sourcing, climate change, waste and recycling and supply chain management. See the Materiality Assessment section for topics discussed during the latest analysis with our stakeholders.	
<b>GRI 102-45</b>	Entities included in financial statement	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a>	
<b>GRI 102-46</b>	Process for defining report boundaries and content	REPORT SECTION – Our Strategy for the Decisive Decade	Principle 8





GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<a href="#">GRI 102-47</a>	Material aspects included in the report	REPORT SECTION – Our Strategy for the Decisive Decade	
<a href="#">GRI 102-48</a>	Restatements	N/A	
<a href="#">GRI 102-49</a>	Changes from previous report in terms of scope and boundaries	We updated our materiality assessment to better reflect how the trends, risks, impacts and opportunities that make up our operating environment around the world have changed. After retiring some topics that no longer feel relevant for our sustainability program and adding others that have recently risen on the agenda, we reflected on the changing priorities of our stakeholders and business. The priority topics that emerge include deforestation, ingredient transparency, single-use plastics, climate change and water scarcity.	
<a href="#">GRI 102-50</a>	Reporting period	January 1 – December 31, 2019	
<a href="#">GRI 102-51</a>	Date of most recent report	11 July 2019	
<a href="#">GRI 102-52</a>	Reporting cycle	Annual	
<a href="#">GRI 102-53</a>	Report contact	sustainability@kcc.com	
<a href="#">GRI 102-54</a>	Claims of reporting in accordance with GRI Standards	This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards “Core” level	
<a href="#">GRI 102-55</a>	GRI content index	GRI Content Index	
<a href="#">GRI 102-56</a>	External assurance	REPORT SECTION – Assurance	Principle 8



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>ECONOMIC</b>			
<b>GRI 201-1</b>	Direct economic value generated and distributed	TABLE – Economic Performance Data 10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a>	
<b>GRI 201-3</b>	Benefit plan coverage	10-K <a href="https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016">https://investor.kimberly-clark.com/sec-filings/sec-filing/10-k/0000055785-20-000016</a> <a href="https://www.careersatkc.com/en/our-careers/benefits">https://www.careersatkc.com/en/our-careers/benefits</a>	
<b>GRI 201-4</b>	Financial assistance from the government	Kimberly-Clark does not receive financial assistance from U.S. governments that would materially affect our position.	Principle 7
<b>GRI 415</b>	Public policy	We support legislation that increases access to essential products for underserved communities. Stances on these and other product issues are consistent with Kimberly-Clark’s overall objective to provide reliable, sustainable and affordable Essentials for a Better Life.  Our amount of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary is zero.  Kimberly-Clark’s Anti-Corruption Policy prohibits employees and representatives from making contributions on behalf of Kimberly-Clark to candidates for political office or for other political campaigns. Any exceptions require written pre-approval from Kimberly-Clark’s General Counsel and Chief Compliance Officer.	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>ENVIRONMENTAL</b>			
<b>Climate Change</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Carbon Footprint	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Carbon Footprint	
<b>GRI 201-2</b>	Financial implications and other risks and opportunities due to climate change	REPORT SECTION – Carbon Footprint Kimberly-Clark deploys a targeted approach to address financial implications/risks and opportunities related to climate change throughout our global supply chain. These approaches include but are not limited to: <ul style="list-style-type: none"> <li>• Exploring global investment opportunities to drive carbon footprint improvement by identifying current and emerging government regulation changes in the form of carbon tax schemes or local incentives.</li> <li>• Continuously improving Kimberly-Clark’s reputation with consumers, customers and investors through product brand strategies and other company communications.</li> <li>• Mitigating acute risks associated with extreme weather events that result in impacts such as energy price spikes and supply disruptions.</li> <li>• Mitigating chronic risk associated with weather pattern changes that result in impacts such as water shortages near our production facilities and potential longer-term impacts to our raw material supply chain.</li> <li>• Finding opportunities and mitigating risks in our broader upstream and downstream value chain through our developing Scope 3 program.</li> <li>• Developing a more formalized detailed TCFD strategy for Kimberly-Clark’s global operations.</li> </ul> For example, Kimberly-Clark participates in the European Union Trading Scheme and closely follows the development of proposed climate emissions legislation in countries where we have business interests related to manufacturing or raw material sourcing. We are focusing specifically on the developments in the following countries: Argentina, Australia, Bahrain, Brazil, Canada, India, Malaysia, Korea, Mexico, South Africa.	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
		<p>Specifically, in South Africa, a carbon tax went into effect on June 1, 2019, making South Africa one of about 40 countries worldwide to adopt a carbon-pricing program. The first phase will run until December 2022 and will tax carbon at a rate of about \$8.34 per ton of CO<sub>2</sub>e. Our Enstra facility uses coal as primary fuel in the boiler to generate process steam to be used in the drying section of the tissue machine and stock preparation area. In order to manage and reduce the impact of this imminent risk, Enstra team evaluated the opportunities to replace the existing coal-fired boiler by a lower GHG-emitting process for steam generation, such as: (1) natural gas boiler, (2) biomass boiler, (3) cogeneration. The outcome was the installation of a new natural gas boiler, to mitigate the GHG emissions and the high maintenance costs. It is calculated that the GHG emissions reduction obtained with the installation of the new boiler will be 17,000 MTCO<sub>2</sub>e. and significant carbon tax savings.</p> <p>Another example is the execution of a combined heat and power (CHP) project in our Papeles del Cauca mill in Colombia. The facility is a strategic manufacturing facility within the Latin American Operations of Kimberly-Clark which manufactures tissue products for the local and regional markets. The mill gets its hydro-generated electricity from the national utility grid, with historical consumption of more than 100,000 MW-h/year. Extreme temperatures and some intense meteorological phenomenon such as "El Niño" have changed rain patterns in the area, impacting the supply capacity of the hydroelectric plant and resulting in energy pricing spikes of 30%. A CHP plant was installed on site which allowed the facility to self-generate electricity and process steam, providing 83% of the electricity and 100% of the process steam.</p>	
<b>GRI 302-1</b>	Energy consumption (Scope 1 & 2)	REPORT SECTION – Carbon Footprint TABLE – Energy Use (Direct and Indirect)	Principle 8
<b>GRI 302-2</b>	Energy consumption outside the organization (Scope 3)	REPORT SECTION – Carbon Footprint TABLE – GHG Emissions Scope 3	
<b>GRI 302-3</b>	Energy intensity	REPORT SECTION – Carbon Footprint TABLE – Energy Use (Direct and Indirect)	
<b>GRI 302-4</b>	Energy reductions	REPORT SECTION – Carbon Footprint TABLE – Energy Use (Direct and Indirect)	Principle 8 & 9
<b>GRI 305-1</b>	Direct greenhouse gas (GHG) emissions (Scope 1)	TABLE – GHG Emissions Scope 1 & 2	Principle 8
<b>GRI 305-2</b>	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	TABLE – GHG Emissions Scope 1 & 2	Principle 8
<b>GRI 305-3</b>	Other direct greenhouse gas (GHG) emissions (Scope 3)	TABLES – GHG Emissions Scope 3 and Intermodal Transportation	Principle 8
<b>GRI 305-4</b>	GHG emissions intensity	TABLE – Greenhouse Gas Emissions	Principle 8
<b>GRI 305-5</b>	Reduction of GHG emissions	REPORT SECTION – Carbon Footprint	Principle 7, 8 & 9



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 305-7</b>	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions	TABLE – Other Criteria Pollutants	
<b>GRI 308-1</b>	New suppliers screened using environmental criteria	<p>Kimberly-Clark deploys a targeted approach to addressing environmental impacts in our supply chain both at the initial sourcing and ongoing category management periods. These approaches include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Kimberly-Clark’s SupplierLINK portal provides a listing of applicable standards and requirements for raw materials and social responsibility [<a href="https://www.kimberly-clark.com/en/company/supplier-link/standards-and-requirements">https://www.kimberly-clark.com/en/company/supplier-link/standards-and-requirements</a>]</li> <li>• Fiber-based packaging suppliers must report their ongoing use of recycled and responsibly sourced fiber.</li> <li>• Contract manufacturing &amp; branded packaging suppliers are subject to periodic social compliance audits administered by our Corporate Social Compliance program.</li> <li>• Contract manufacturers are reviewed through a thorough, multi-category due diligence process including environmental factors.</li> <li>• Risk assessments are performed for existing suppliers on a multi-disciplinary basis, including for environmental and social sustainability risk factors.</li> </ul>	
<b>GRI 308-2</b>	Supply chain environmental impacts	<p>Kimberly-Clark deploys a targeted approach to addressing environmental impacts in our supply chain both at the initial sourcing and ongoing category management periods. These approaches include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• Kimberly-Clark’s SupplierLINK portal provides a listing of applicable standards and requirements for raw materials and social responsibility [<a href="https://www.kimberly-clark.com/en/company/supplier-link/standards-and-requirements">https://www.kimberly-clark.com/en/company/supplier-link/standards-and-requirements</a>]</li> <li>• Fiber-based packaging suppliers must report their ongoing use of recycled and responsibly sourced fiber.</li> <li>• Contract manufacturing &amp; branded packaging suppliers are subject to periodic social compliance audits administered by our Corporate Social Compliance program.</li> <li>• Contract manufacturers are reviewed through a thorough, multi-category due diligence process including environmental factors.</li> <li>• Risk assessments are performed for existing suppliers on a multi-disciplinary basis, including for environmental and social sustainability risk factors.</li> </ul>	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>Water</b>			
GRI 103-1	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
GRI 103-2	The management approach and its components	REPORT SECTION – Water Footprint	
GRI 103-3	Evaluation of the management approach	REPORT SECTION – Water Footprint	
GRI 303-1	Water withdrawals by source	TABLE – Water Use	Principle 8
GRI 303-3	Water recycled and reused	TABLES – Water Use, Tissue Manufacturing Water Use Efficiency	Principle 8
<b>Deforestation</b>			
GRI 103-1	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
GRI 103-2	The management approach and its components	REPORT SECTION – Forest Footprint	
GRI 103-3	Evaluation of the management approach	REPORT SECTION – Forest Footprint	
GRI 304-2	Impacts on biodiversity	All our wood fiber suppliers are certified under a forest certification scheme which assures that there is a low risk of sourcing wood fiber from protected areas or areas of high diversity outside protected areas.	Principle 8
GRI 304-3	Habitats protected or restored	All our wood fiber suppliers are certified under a forest certification scheme which assures that there is a low risk of sourcing wood fiber from protected areas or areas of high diversity outside protected areas.	Principle 8





GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>Post-Consumer Waste and Single-Use Plastics</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Plastics Footprint	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Plastics Footprint	
<b>GRI 301-1</b>	Materials used by weight or volume	TABLE – Materials Consumption and Production	Principle 8
<b>GRI 301-2</b>	Recycled input materials	TABLE – Materials Consumption and Production	Principle 8
<b>GRI 301-3</b>	Products and packaging materials reclaimed	TABLE – Post-Consumer Waste	Principle 8 & 9
<b>GRI 306-2</b>	Waste by type and disposal method	TABLE – Manufacturing Waste, Nonhazardous and Hazardous	Principle 8
<b>GRI 306-3</b>	Significant spills	No significant spills	Principle 8
<b>GRI 306-4</b>	Transport of hazardous waste	TABLE – Hazardous Manufacturing Waste	Principle 8



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>SOCIAL</b>			
<b>Ethics, Culture, Values</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTIONS – Our Business, Governance	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTIONS – Our Business, Governance	
<b>GRI 205-1</b>	Risks related to corruption	In Kimberly-Clark’s Code of Conduct, we discuss mechanisms for reporting unlawful/unethical behavior. Link 1: <a href="http://www.cms.kimberly-clark.com/umbracoimages/UmbracoFileMedia/Code%20of%20Conduct_umbracoFile.pdf">http://www.cms.kimberly-clark.com/umbracoimages/UmbracoFileMedia/Code%20of%20Conduct_umbracoFile.pdf</a> Link 2: <a href="https://www.kimberly-clark.com/en/responsibility/ethics-governance">https://www.kimberly-clark.com/en/responsibility/ethics-governance</a>	Principle 10
<b>GRI 205-2</b>	Communications and training on anti-corruption	In 2019, we provided 30 minutes of Code of Conduct training to all office-based Kimberly-Clark employees with computer access. We also provided additional risk-based training as needed. The 2019 Code of Conduct training included content regarding conducting business using third parties. As part of the annual Code of Conduct training, employees were required to read, understand and comply with the Code of Conduct. Anti-corruption is addressed in the Code of Conduct. <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a> It is the policy of Kimberly-Clark to conduct business in compliance with all anti-bribery and anti-corruption laws.	Principle 10
<b>GRI 206-1</b>	Anti-competitive behavior	Operating with integrity and high ethical standards is critical, and Kimberly-Clark has strict corporate policies and a Code of Conduct that govern its business operations and practices globally. In 2019, we were subject to various legal actions and governmental inquiries regarding anti-competitive behavior. Kimberly-Clark seeks to provide voluntary cooperation to authorities, in accordance with the company’s strict corporate policies and Code of Conduct. <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a>	Principle 10
<b>GRI 401-1</b>	Rates of employee turnover	Global turnover in 2019: 20.8%	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 401-2</b>	Benefits provided to full-time employees	<p>Kimberly-Clark is a global company with manufacturing facilities in 34 countries. As a result of this diversity in operational locations, benefits vary between countries and significant operating locations.</p> <p>Across all locations, Kimberly-Clark strives to provide a market-competitive benefits package to employees within their specific location, which may include access to government-provided benefits where applicable.</p>	
<b>GRI 402-1</b>	Minimum notice periods regarding operational changes, including contracted	<p>While we don't have a global policy regarding minimum notice periods in cases of restructuring, Kimberly-Clark has demonstrated a "beyond compliance" commitment to respect workers globally.</p> <p>The minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them varies based on country-specific regulatory criteria, which K-C meets or exceeds.</p> <p>The notice period and provisions specified in collective agreements varies by location and is compliant with country regulatory policy.</p>	
<b>Occupational Health &amp; Safety</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Doing the Right Thing	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Doing the Right Thing	
<b>GRI 403-1</b>	Workforce represented in health and safety committees	Kimberly-Clark's Global Safety Governance Model requires the establishment of safety committees or councils at the site, region, sector and global level as part of the management system standard. Safety committees have been established at each of these levels. Therefore, over 95% of employees are represented by a management/employee safety committee.	Principle 1
<b>GRI 403-2</b>	Rates of injury, occupational disease, lost days, absenteeism and work-related fatalities	TABLE – Kimberly-Clark Safety	Principle 1
<b>GRI 403-3</b>	Workers with high incidence risk of disease	Kimberly-Clark has implemented comprehensive industrial hygiene and occupation health programs that ensure that occupational exposures to hazardous materials and agents are maintained at safe levels. Therefore, there are no worker groups with a high incidence of disease. Under the Kimberly-Clark policies on safety and health, occupational exposures to hazardous materials and agents are monitored on a regular basis.	Principle 1
<b>GRI 403-4</b>	Health and safety topics covered in agreements with trade unions	As a part of Kimberly-Clark's ongoing human rights due diligence, the company has a formal mechanism to engage with global union representatives regarding workplace and human rights concerns, including workplace safety matters.	



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>Inclusion &amp; Diversity</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Doing the Right Thing	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Doing the Right Thing	
<b>GRI 405-1</b>	Composition of board and diversity breakdown/factors	TABLE – Board of Directors Diversity	
<b>Human Rights</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Doing the Right Thing	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Doing the Right Thing	
<b>GRI 406-1</b>	Incidents of discrimination	Through our corporate social compliance audits, Kimberly-Clark had the following allegations: 0 allegation of discrimination for Kimberly-Clark audits in 2019 2 allegations of discrimination for customer required audits in 2019	Principle 6
<b>GRI 407-1</b>	Freedom of association and collective bargaining	Through our corporate social compliance audits, Kimberly-Clark had the following allegations: 0 allegation of collective bargaining for Kimberly-Clark audits in 2019 1 allegation of collective bargaining for customer required audits in 2019	
<b>GRI 408-1</b>	Child labor	0 incidences of child labor within supply chain.	Principles 1, 2 & 5
<b>GRI 409-1</b>	Forced or compulsory labor	TABLE – Social Compliance Audit Results	Principles 1, 2 & 4
<b>GRI 410-1</b>	Security personnel trained in the organization’s human rights policies	Kimberly-Clark employees, including those security personnel who are Kimberly-Clark employees, receive Code of Conduct training which includes instructions on Kimberly-Clark’s Human Rights policies. <a href="https://www.kimberly-clark.com/en/responsibility/ethics-governance">https://www.kimberly-clark.com/en/responsibility/ethics-governance</a>	Principles 1 & 2
<b>GRI 411-1</b>	Incidents of violations involving rights of indigenous peoples	We know of no incidents involving rights of indigenous peoples.	Principles 1 & 2
<b>GRI 412-1</b>	Operations that have been subject to human rights assessments	We conducted corporate social compliance audits in 40 countries in 2019.	Principles 1, 2, 4 & 5



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 412-2</b>	Employee training on human rights	In 2019, we provided 30 minutes of Code of Conduct training to all office-based Kimberly-Clark employees with computer access. We also provided additional risk-based training as needed. The 2019 Code of Conduct training did not specifically call out human rights as a topic within the course; however, as part of the annual Code of Conduct training, employees were required to read, understand and comply with the Code of Conduct. The Code of Conduct specifically addresses human rights on page 40. <a href="https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct">https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</a>	Principles 1-6
<b>GRI 412-3</b>	Investment agreements and contracts that include human rights clauses or underwent screening	Clauses concerning human rights are incorporated into all our terms and conditions in supplier contracts and purchase orders.	Principles 1-6
<b>GRI 414-1</b>	New suppliers that were screened using labor practices criteria	In 2019, 16 new external contract manufacturers were audited as part of our Corporate Social Compliance program prior to selection as suppliers.	Principles 1-6
<b>GRI 414-2</b>	Incidents of negative impacts in supply chain and actions taken	Number of audits completed in 2019: 252 Number of "key facilities" where audits took place in 2019: 223 TABLE – Social Compliance Audit Results	
<b>Product Safety and Ingredients Transparency</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Ingredients & Transparency	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Ingredients & Transparency	
<b>GRI 416-1</b>	Health and safety impact assessments of products and services	Kimberly-Clark maintains a Product Safety Policy whereby all products we sell are assessed for health and safety impacts and in which feedback from assessments is incorporated into continuous improvement processes within phases of product development and commercialization: <ul style="list-style-type: none"> <li>• Development of product concept</li> <li>• R&amp;D</li> <li>• Certification</li> <li>• Manufacturing and production</li> <li>• Marketing and promotion</li> <li>• Storage distribution and supply</li> <li>• Use and service</li> <li>• Disposal, reuse or recycling</li> </ul> <a href="https://www.kimberly-clark.com/en/responsibility/ethics-governance">https://www.kimberly-clark.com/en/responsibility/ethics-governance</a> REPORT SECTION – Ingredients & Transparency	Principle 7



GRI Standards	Description	Cross-Reference/Direct Answer	UNGC
<b>GRI 416-2</b>	Non-compliance concerning health and safety impacts of products and services	Kimberly-Clark is not aware of incidents of non-compliance with regulations concerning the health or safety of products which resulted in a fine, penalty or warning. Kimberly-Clark is not aware of incidents of non-compliance with voluntary codes concerning the health and safety of products.	
<b>GRI 417-2</b>	Incidents of non-compliance with labeling requirements	Zero. We do not launch a product that is not in regulatory compliance with labeling requirements.	
<b>Access &amp; Education for Sanitation/Hygiene/Menstruation</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Social Impact	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Social Impact	
<b>Maternal and Child Health</b>			
<b>GRI 103-1</b>	Explanation of the material topic and its boundaries	REPORT SECTION – Our Strategy for the Decisive Decade	
<b>GRI 103-2</b>	The management approach and its components	REPORT SECTION – Social Impact	
<b>GRI 103-3</b>	Evaluation of the management approach	REPORT SECTION – Social Impact	

# Assurance Statement

## Scope and Objectives

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WSP was commissioned by Kimberly-Clark Corporation (Kimberly-Clark) to conduct independent assurance of its 2019 Sustainability Report (“the report”) as published on the company’s website at <http://www.kimberly-clark.com/sustainability>.

We planned and performed our work in accordance with the AA1000 Assurance Standard 2018 (AA1000AS). We were engaged to provide an AA1000 Type 2 assurance, which covers evaluation of adherence to the AA1000AS assurance principles of Inclusivity, Materiality, Responsiveness and Impact. We also reviewed the reliability of specified sustainability performance information to a moderate level of assurance.

In addition, as criteria for our assurance work, we used the GRI 101 Foundation guidelines which set out the Reporting Principles for defining report content and quality and the ISO standard 14064-3: Greenhouse Gases, Part 3: *Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions*.

The information and presentation of data within the Sustainability Report is the responsibility of Kimberly-Clark. This statement is the responsibility of WSP and represents our independent opinion. The intended users of this statement are the readers of the Kimberly-Clark Sustainability Report, and it is intended for this statement to be read in its entirety.

Our assurance team has the appropriate experience and competency to complete this assurance engagement. WSP has a Quality Management System (QMS) which is certified to BS EN ISO9001 under which all our work is managed. The WSP Assurance team is not working for Kimberly-Clark beyond what is required of this assignment.



## Methodology for Adherence to the AA1000 Accountability Principles and GRI

Our work was conducted between February and May 2020. We tested, on a sample basis, the processes and management practices used to adhere to and evaluate adherence to the AA1000AS Accountability Principles of Inclusivity, Materiality, Responsiveness and Impact. The GRI Reporting Principles of “stakeholder inclusiveness” and “materiality” for defining report content are very similar to the AA1000AS principles. In addition, we also tested adherence to the GRI Reporting Principles of “sustainability context” and “completeness” and to the GRI Reporting Principles for defining report quality of accuracy, balance, clarity, comparability, reliability and timeliness.

### Evidence gathering for evaluating adherence to the Principles included:

- Understanding and testing the processes used to adhere to and evaluate adherence to the Accountability Principles and the GRI Reporting Principles.
- Inquiring of management, including senior management at executive and functional levels, and of relevant management responsible for the day-to-day management of sustainability, about the effectiveness of processes used to manage and evaluate the sustainability impact of Kimberly-Clark.
- A review of the output of Kimberly-Clark’s 2019 materiality review and strategy-based updates and how the AA1000 inclusivity principle has been addressed.
- Observing and inspecting management practices, process testing and evidence gathering across the organization on a sample basis.
- Collecting and evaluating documentary evidence and management representations that support adherence to the principles.

## Methodology for Assurance of Sustainability Performance Data

WSP’s review of specific sustainability performance data used ISO14064-3 as a guideline under the AA1000AS standard as the umbrella standard. Currently there is no assurance guideline specifically for water, waste or energy. Therefore, WSP has applied the principles from ISO14064-3 to the greenhouse gas emissions, water, waste and energy assurance. The performance data review has been conducted to a limited level of assurance including evaluation of the adequacy of the collection, processing, consolidation and internal reporting of data. The WSP inventory and management system review consisted of a desktop review of supporting data and an output of the 2019 inventory and data files from the Kimberly-Clark internal sustainability data management system.





## WSP Opinion

On the basis of the work conducted, nothing came to our attention to suggest that the Sustainability Report does not meet the principles, content and quality requirements of AA1000AS for a Type 2 Moderate Level of Assurance and the GRI Reporting Principles.

We have made the following findings and conclusions with respect to the AA1000 (2018) principles and the GRI Reporting Principles.

**INCLUSIVITY** – Kimberly-Clark has systems in place for internal and external stakeholders to participate in the development of the organization’s response to sustainability issues.

Kimberly-Clark identified the key stakeholders and their needs and expectations for sustainability management of the business activities as part of the 2019 materiality assessment process. Stakeholders also have the opportunity for engagement in relation to the Sustainability Program via regular internal and external stakeholders’ interactions throughout the year. Stakeholder participation continues to be encouraged across all regions and sites through engagement in the sustainability programs through programme leaders and the regional sustainability teams. Sustainability enquiries are also received directly from customers, investors and other parties.

There is a clear governance structure for setting the sustainability strategy and for implementation of initiatives and activities driven by stakeholder needs and expectations.

### SUSTAINABILITY CONTEXT and MATERIALITY –

The report presents performance information for Kimberly-Clark’s direct activities as well as its value chain. Geographic contexts are referenced where appropriate.

A materiality assessment was conducted in late 2019 to determine the importance of applicable sustainability topics in terms of their significance to Kimberly-Clark’s business as well as importance to stakeholders. The materiality assessment was also guided by emerging priorities and changes in the sustainability landscape since the last formal assessment in 2016.

Progress against Kimberly-Clark’s Sustainability 2022 Goals still forms the framework for reporting sustainability activity. However, it is noted that the recent materiality assessment has guided a re-evaluation of the goals for 2030 and that the priority topics emerging including deforestation, single-use plastics, climate change and water scarcity are included in the report.

### RESPONSIVENESS and REPORT QUALITY –

The Kimberly-Clark Sustainability Report provides stakeholders with a globally representative explanation of changes in the organization throughout the year, and reports on performance on all the key material issues. Data is provided to support qualitative statements where available and the accuracy of data is audited internally before it is presented in the Sustainability Report. Assumptions and techniques used for estimation are included as part of this review process.

Kimberly-Clark also communicates with employees on a variety of sustainability issues through team meetings, email communication, noticeboards and the intranet. Responses are made to sustainability requests from customers and other stakeholders as they arise.

**IMPACT** – The Kimberly-Clark Sustainability Report describes how the organisation monitors, measures and is accountable for how their actions affect their broader ecosystems.

The material sustainability issues are monitored and reported internally for review on a monthly basis to the executive team and the board. Key performance indicators (KPIs) are in place for most of the material issues, and goals are set under the Sustainability 2022 Strategy.

### GRI REPORTING PRINCIPLES FOR DEFINING REPORT QUALITY –

It is our opinion that the Sustainability Report meets the GRI Reporting Principles for defining report quality of completeness, accuracy, balance, clarity, comparability, reliability and timeliness.

**Completeness** – The report includes coverage of material topics and their boundaries, sufficient to reflect significant economic, environmental and social impacts, and to enable stakeholders to assess the reporting organization’s performance in the reporting period.

**Accuracy** – The reported information is considered sufficiently accurate and detailed for stakeholders to assess the reporting organization’s performance.



**Balance** – The reported information reflects positive and negative aspects of the reporting organization’s performance to enable a reasoned assessment of overall performance. Performance information is presented to show year-on-year comparison and the achievement or otherwise towards goals set.

**Clarity** – The report presents information in a manner that is understandable and accessible to stakeholders, with the appropriate use of tables and diagrams and stories to help present information.

**Comparability** – Sustainability data are selected, compiled and reported in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, Core level, which are best practice benchmarks which allow for comparison relative to other organizations on a year-by-year basis. It is noted that reporting in accordance with the Sustainability Accounting Standards Board (SASB) and the Taskforce on Climate Related Financial Disclosure (TCFD) is planned for future reporting.

**Reliability** – The reported information is gathered, recorded, compiled and analyzed in a way that it can be subject to examination, and that establishes the quality and materiality of the information. The information and data in the report is subject to rigorous internal audit review. The internal audit process together with the external assurance of the Sustainability Report and specified reporting information using a recognized best practice standard ensures that the report can be relied upon.

**Timeliness** – The information in the report clearly indicates the time period to which it relates, and this is presented alongside data from previous years to aid comparability of data year-on-year.

## Reliability of Specified Performance Information

We have evaluated the systems and processes used to collate and report the Scope 1 and 2 GHG, select Scope 3 emissions (category 1: purchased goods and services; category 2: capital goods; category 3: fuel and energy related activities; category 4: upstream transportation and distribution; category 5: waste generated in operations; category 12: end-of-life treatment of sold products and category 15: investments), energy, water and waste performance data for 2019 and have been able to obtain an AA1000:2018 moderate level of assurance in respect of the data which is reported in the Sustainability Report. This level of assurance is equivalent of a limited assurance under ISO 14064-3.

The findings of the assurance engagement provide confidence in the systems and processes used for managing and reporting sustainability performance information. Data trails selected were identifiable and traceable, and the personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data.

The internal sustainability data management system compares data entries against a band of expected values to flag significant anomalies in the data. Kimberly-Clark collects the specified performance data monthly. Quarterly reviews by the Kimberly-Clark Sustainability Corporate team enables data to be analyzed more frequently, and as a result, Kimberly-Clark can more actively identify data anomalies and improvement opportunities for sites not meeting their improvement goals.

A few errors in the reporting of waste, water or energy were identified during the assurance exercise; These include

misreported or missing energy data for one site, an incorrect coal emission factor, slight discrepancies when reconciling site-specific invoices with data reported in SoFi, and slight discrepancies in the Scope 3 purchased good and services data compilation process. One error resulted in a material impact on reporting at Kimberly-Clark Group level. However, all errors were corrected prior to the Sustainability Report being published.

Recommendations for Kimberly-Clark to consider implementing for future reporting have been provided in a separate “Data Assurance Review Findings Report.” Kimberly-Clark has addressed all requests for clarification and has completed all necessary corrective actions. The details of the scope of this assurance review can be found in the tables below.



## Assurance Scope: GHG and Energy

Assurance Parameter	Relevant Inventory	Specification
Calculation and Reporting Protocol	GHG	The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
Verification Standard	GHG	ISO 14064-3
Type of Assurance	GHG	Limited
Organizational Boundary	GHG	Operational control
Geography	GHG	Global operations
Inventory Period and Emissions Covered	GHG	January 1, 2019 to December 31, 2019
Scope 1	GHG	1,964,331 metric tons CO <sub>2</sub> e (all Scope 1 sources)
Scope 2 Location-Based	GHG	2,159,039 metric tons CO <sub>2</sub> e (all Scope 2 sources)
Scope 2 Market-Based	GHG	1,672,135 metric tons CO <sub>2</sub> e (all Scope 2 sources)
Scope 3	GHG	Category 1 Purchased Goods & Services: 7,400,868 metric tons CO <sub>2</sub> e
Scope 3	GHG	Category 2 Capital Goods: 675,765 metric tons CO <sub>2</sub> e
Scope 3	GHG	Category 3 Fuel & Energy Related Activities: 1,332,932 metric tons CO <sub>2</sub> e <sup>1</sup>
Scope 3	GHG	Category 4 Upstream Transportation and Distribution: 303,717 metric tons CO <sub>2</sub> e
Scope 3	GHG	Category 5 Waste Generated in Operations: 319,518 metric tons CO <sub>2</sub> e
Scope 3	GHG	Category 12 End-of-Life sold products: 1,859,077 metric tons CO <sub>2</sub> e
Scope 3	GHG	Category 15 Investments: 369,258 metric tons CO <sub>2</sub> e
Supporting Documents Reviewed	GHG	Scope 1, 2, and 3 Inventory activity data and calculations in SoFi Energy purchasing data, spend data, product transportation data, waste and water inventory and invoice data, production volumes and investment allocations.
Date Review Complete		May, 2020

1. Upstream transportation emissions include outbound product transport only.



## Assurance Scope: Waste and Water

Assurance Parameter	Relevant Inventory	Specification
<b>Calculation and Reporting Protocol</b>	Waste	Guidance adapted for waste from: The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting and Reporting Standard and The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).
	Water	Guidance adapted for water from: The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition).
<b>Verification Standard</b>	Waste and Water	Verification guidance adapted for waste and water from: ISO 14064-3.
<b>Type of Assurance</b>	Waste and water	Limited
<b>Organizational Boundary</b>	Waste and water	Operational control
<b>Geography</b>	Waste and water	Global operations
<b>Inventory Period and Emissions Covered</b>	Waste and water	January 1, 2019 to December 31, 2019
<b>Waste</b>	Waste	1,092,829 Metric Tons Non-Hazardous
		1214 Metric Tons Hazardous
<b>Water</b>	Water Withdrawal and Discharge	Total Influent: 87,070,674 cubic meters • Municipal Influent: 30,457,157 cubic meters • Ground Influent: 19,125,680 cubic meters • Surface Influent: 37,487,838 cubic meters
<b>Supporting Documents Reviewed</b>	Waste and water	Inventory Calculation Methodology Document
		Water purchasing data
		Waste vendor data
<b>Date Review Complete</b>		May, 2020

**Rachel Jones**

Technical Director  
 London, May 2020



2019

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# Global Sustainability Report Addendum

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Data and Disclosures