

2021

Global Sustainability Progress Report

GRI Index
Appendices A & B



GRI Index

GRI Standards	Description	2021 Topic Response	UNGC
GENERAL DISCLOSURES			
GRI 102-1	Organization name	Kimberly-Clark Corporation	
GRI 102-2	Primary brands, products and services. Sale of banned or disputed products	10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f Page 3	
GRI 102-3	Headquarters location	P.O. Box 619100, Dallas, Texas, USA	
GRI 102-4	Where the organization operates	Our Global headquarters is in Dallas, Texas, USA The locations of our and our equity affiliates' principal production facilities by major geographic areas of the world are as follows: North America (14 states in the U.S.): 29 facilities Outside North America: 54 facilities Total (in 33 countries): 83 facilities	
GRI 102-5	Nature of ownership and legal operates	Publicly traded Delaware U.S. corporation 10-K, page 1 https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f	
GRI 102-6	Markets serves	10-K, page 3 https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f	
GRI 102-7	Scale of the organization	Approximately 45,000 employees as of December 31,2021. 10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f	



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GRI 102-8	Total number of employees by type	<p>Approximately 45,000 total full-time employees.</p> <p>Approximately 30 percent of our employees were located in North America and the remainder were in 60 countries outside of North America.</p> <p>Approximately 60 percent of our workforce was directly involved in manufacturing and distribution operations.</p> <p>Globally, 31% of all full-time employees are women.</p> <p>36% of management globally is comprised of women</p>	
GRI 102-9	Supply chain description	<p>We seek to do business with suppliers who share our social and environmental values, and to work to enhance the sustainability of their operations.</p> <p>In manufacturing our trusted products, we are supported by more than 25,000 suppliers worldwide, who not only supply quality raw materials and finished goods, but also service our offices in over 35 countries around the world through office supplies, software, and outsourced services, and provide other services including marketing and media services which help us communicate with our customers and consumers.</p>	
GRI 102-10	Organizational changes during reporting period	<p>10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f</p>	
GRI 102-11	Precautionary principle	<p>Proxy Statement 2022, page 17 https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p> <p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them.</p> <p>Our Board oversees risk management, including risks related to environmental issues, including climate-related risks and opportunities, and social issues. The Board is focused on our long-term business strategy, including fostering sustainability-driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting customer and consumer preferences toward sustainable products, increasing regulation and mandates related to single-use plastics and climate emissions, supply chain risks related to water security and deforestation and the cost of the commodities and natural resources required to make and market our products.</p> <p>https://www.kimberly-clark.com/brands/safety-commitment</p>	Principle 7



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GRI 102-12	External charters, principles, or other initiatives	Our external charters, principles, and other initiatives include, but are not limited to: <ul style="list-style-type: none"> • UNGC • UNSDGs • SBTi • UK Plastics Pact • US Plastics Pact • Canadian Plastic Pact • Forest Stewardship Council • Roundtable on Sustainable Palm Oil • CEO Action for Diversity & Inclusion Coalition 	Principles 1 & 8
GRI 102-13	Membership association	MembershipPage (Kimberly-clark.com)	
GRI 102-14	CEO Letter	2021 REPORT SECTION – A message from CEO Mike Hsu	Statement of continuing support
GRI 102-15	Key impacts, risks, and opportunities	Materiality (kimberly-clark.com) Continued detail on Kimberly-Clark’s climate-related risks and opportunities can be found in our 2021 TCFD Disclosure	Principle 8
GRI 102-16	Code of Conduct	Code of Conduct https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct	Principles 1 & 8
GRI 102-17	Mechanisms for advice and concerns about ethics	Code of Conduct https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct 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.	
GRI 102-18	Governance structure of the organization	Proxy Statement pages 5, 9-34 https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408	Principle 8
GRI 102-19	Delegating Authority	10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f	
GRI 102-20	Executive level accountability to Economic, Environmental & Social topics	TCFD, Page 3 https://www.kimberly-clark.com/-/media/kimberly/pdf/kc-tcf-2021-final.pdf	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 102-21	Stakeholder consultation w/governance body on Economic, Environmental & Social topics	<p>Proxy Statement 2022, pag 18 https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p> <p>In setting our sustainability priorities and implementing our programs, we are supported by an independent Sustainability Advisory Board with external thought leaders who provide guidance on key governance, social and environmental issues. We also routinely engage our stockholders on the topic of sustainability through our governance engagement program and regular investor meetings. In these meetings, we often discuss sustainability topics and priorities relevant to our business. External partnerships also play an important role in our sustainability programs. For example, we are a signatory to the U.K. and U.S. Plastics Pacts and we serve as members of the steering committee for Ocean Conservancy's Trash Free Seas Alliance. In addition, we have strong relationships with World Wildlife Fund (WWF) and the Forest Stewardship Council® (FSC®), with many of our tissue products around the world proudly displaying the FSC marks.</p>	
GRI 102-22	Composition of the Board and its committees	<p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them.</p> <p>Our Board oversees risk management, including risks related to environmental issues, including climate-related risks and opportunities, and social issues. The Board is focused on our long-term business strategy, including fostering sustainability-driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting customer and consumer preferences toward sustainable products, increasing regulation and mandates related to single-use plastics and climate emissions, supply chain risks related to water security and deforestation and the cost of the commodities and natural resources required to make and market our products.</p>	



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GRI 102-23	Whether the chair of the board is also an executive officer	<p>Michael Hsu is Chairman of the Board and Chief Executive Officer for Kimberly-Clark Corporation. The Board has established a leadership structure that allocates responsibilities between our Chairman of the Board and Chief Executive Officer (CEO) and our Lead Director. The Board believes that this allocation provides for dynamic Board leadership while maintaining strong independence and oversight.</p> <p>Consistent with this leadership structure, at least once a quarter our Lead Director, who is an independent director, chairs executive sessions of our non-management directors. Members of our senior management team do not attend these sessions.</p> <p>Chairman and Chief Executive Officer Positions</p> <p>The Board's current view is that a combined Chairman and CEO position, coupled with a predominantly independent board and a proactive, independent Lead Director, promotes candid discourse and responsible corporate governance. Mr. Hsu serves as Chairman of the Board and CEO. The Board believes Mr. Hsu has demonstrated the leadership and vision necessary to lead the Board and Kimberly-Clark. Accordingly, Mr. Hsu serves in this combined role at the pleasure of the Board without an employment contract. As Mr. Hsu is not an independent director, the Board continues to believe it is appropriate for the independent directors to elect an Independent Lead Director.</p> <p>Lead Director</p> <p>Mr. White has served as Independent Lead Director since April 2020. Our Corporate Governance Policies outline the significant role and responsibilities of the Lead Director, which include:</p> <ul style="list-style-type: none">• Chairing the Executive Committee• Chairing executive sessions at which non-management directors meet outside management's presence, and providing feedback from such sessions to the Chief Executive Officer• Coordinating the activities of the Independent Directors• Providing input on and approving the agendas and schedules for Board meetings• Leading (with the Chairman of the Nominating and Corporate Governance Committee) the annual Board evaluation• Leading (with the Chairman of the Management Development and Compensation Committee) the Board's review and discussion of the Chief Executive Officer's performance• Providing feedback to individual directors following their individual evaluations• Speaking on behalf of the Board and chairing Board meetings when the Chairman of the Board is unable to do so• Acting as a direct conduit to the Board for stockholders, employees and others according to the Board's policies <p>2022 Proxy Statement</p> <p>https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	UNGC



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GRI 102-24	Nomination and selection process for the board and its committees	2022 Proxy Statement, pages 24-25 https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408 The Committee may receive recommendations for Board candidates from various sources, including our directors, management and stockholders. The Nominating and Corporate Governance Committee believes that diversity of backgrounds and viewpoints is a key attribute to include in the boardroom. As a result, the Committee seeks to have a diverse Board that is representative of our customer, consumer, employee and stockholder base, including gender and ethnic/racial diversity. While the Committee carefully considers this diversity when identifying potential director candidates, the Committee has not established a formal policy regarding diversity. Our Board currently includes individuals of differing ages, races and genders. In particular, 46% of our director nominees are female and 31% of our directors are ethnically diverse. Our By-Laws provide that a majority of our directors must be independent.	Principle 10
GRI 102-25	Board conflicts of interest	Proxy Statement 2022, page 21 Code of Conduct, and page 88 Transactions with Related Persons https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408	Principle 10
GRI 102-26	Role of Board in setting sustainability mission	Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them. Our Board oversees risk management, including risks related to environmental and social issues. The Board is focused on our long-term business strategy, including fostering sustainability-driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting consumer preferences toward sustainable choices, increasing regulation and mandates related to single-use plastics and climate emissions, supply chain risks related to water security and deforestation and the cost of commodities and natural resources required to make and market our products. 2022 Proxy Statement https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408	



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GRI 102-28	Board performance with respect to governance of sustainability topics	<p>Board and Committee Evaluations. The Board conducts annual self-evaluations to determine whether it and its committees are functioning effectively and whether its governing documents continue to remain appropriate. Each Board member is periodically evaluated on an individual basis. The process is designed and overseen by our Lead Director and our Nominating and Corporate Governance Committee, and the results of the evaluations are discussed by the full Board.</p> <p>Each committee annually reviews its own performance and assesses the adequacy of its charter, and reports the results and any recommendations to the Board. The Nominating and Corporate Governance Committee oversees and reports annually to the Board its assessment of each committee's performance evaluation process.</p> <p>2022 Proxy Statement</p> <p>https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	Principle 8
GRI 102-29	Board role in the identification and management of sustainability impacts, risks, and opportunities	<p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them.</p> <p>Our Board oversees risk management, including risks related to environmental and social issues. The Board is focused on our long-term business strategy, including fostering sustainability-driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting consumer preferences toward sustainable choices, increasing regulation and mandates related to single-use plastics and climate emissions, supply chain risks related to water security and deforestation and the cost of commodities and natural resources required to make and market our products.</p> <p>2022 Proxy Statement</p> <p>https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	Principles 7 & 8



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GRI 102-30	Board role in reviewing risk management for sustainability	<p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them.</p> <p>Our Board oversees risk management, including risks related to environmental and social issues. The Board is focused on our long-term business strategy, including fostering sustainability-driven innovations, and incorporates our sustainability risks and opportunities into its overall strategic decision-making. Sustainability risk areas for our company include shifting consumer preferences toward sustainable choices, increasing regulation and mandates related to single-use plastics and climate emissions, supply chain risks related to water security and deforestation and the cost of commodities and natural resources required to make and market our products.</p> <p>2022 Proxy Statement https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	Principles 7 & 8
GRI 102-31	Frequency of the board's review of sustainability impacts, risks and opportunities	<p>Our Board has established and approved the framework for our sustainability-related policies and procedures, including environmental stewardship, energy and climate, fiber sourcing, waste and water management, product safety, charitable contributions, human rights, labor, and inclusion and diversity in employment. As part of their oversight roles, the Board and the Nominating and Corporate Governance Committee receive regular reports from management on these topics, our goals and our progress toward achieving them.</p> <p>2022 Proxy Statement https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	Principles 7 & 8
GRI 102-32	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	



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GRI 102-33	Process for communicating critical concerns to the board	<p>Whistleblower Procedures. The Audit Committee has established procedures for receiving, recording and addressing any complaints we receive regarding accounting, internal accounting controls or auditing matters, and for the confidential and anonymous submission, by our employees or others, of any concerns about our accounting or auditing practices. We also maintain a toll-free Code of Conduct telephone helpline and a website, each allowing our employees and others to voice their concerns anonymously.</p> <p>Kimberly-Clark has a Code of Conduct that applies to all of our directors, executive officers and employees, including our CEO, Chief Financial Officer and Vice President and Controller. It is available in the Investors section of our website at www.kimberly-clark.com.</p> <p>Any amendments to or waivers of our Code of Conduct applicable to our CEO, Chief Financial Officer or Vice President and Controller will also be posted at that location. It is our policy that any waiver of our Code of Conduct for executive officers or directors may be made only by our Board or a committee of our Board.</p> <p>The Board has established a process by which stockholders and other interested parties may communicate with the Board, including the Lead Director. That process can be found in the Investors section of our website at www.kimberly-clark.com</p> <p>Under our stockholder engagement policy, set forth in our Corporate Governance Policies, stockholders who wish to meet directly with members of our Board may send a meeting request to our Lead Director who will consider the request in consultation with the Corporate Secretary. Requests should include information about the requesting party (including the number of shares held), the reason for requesting the meeting and the topics to be discussed.</p>	Principle 8
GRI 102-35	Pay policies for board and executives	<p>Pay-for-performance is a key objective of our compensation programs. Consistent with that objective, performance-based compensation constituted a significant portion of our named executive officers' direct annual compensation targets for 2022. Also, to further align the financial interests of our executives with those of our stockholders, a majority of our executives' target direct annual compensation for 2022 was equity based.</p> <p>At times, the Committee may award long-term equity incentive compensation to key individuals to address retention concerns.</p> <p>The Committee recognizes that in order to successfully recruit a candidate to leave his or her current position and to join Kimberly-Clark, the candidate's compensation package may have to exceed his or her current compensation, resulting in a package above the median of our peer group.</p> <p>Proxy Statement 2022, page 33 and 34 Director Compensation and page 41-64 Compensation Discussion and Analysis</p> <p>b. Sustainability goals in compensation program,. Page 51 Additional Corporate Financial and Strategic Performance Goals – use of Diversity and Inclusion goals in annual bonus plan.</p> <p>https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408</p>	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 102-36	Process for determining remuneration	At our 2022 Annual Meeting, our executive compensation program received the support of approximately 93 percent of shares represented at the meeting. The Committee has considered the results of this vote and views this outcome as evidence of stockholder support of its executive compensation decisions and policies. Accordingly, the Committee has not made any substantial changes to its executive compensation policies for the current year. The Committee will continue to review the annual stockholder votes on our executive compensation program and determine whether to make any changes in light of the results.	
GRI 102-37	Process for seeking stakeholder input on remuneration	2022 Proxy Statement https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408	
GRI 102-40	Stakeholder groups	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. Our key stakeholder groups include, but are not limited to: <ul style="list-style-type: none">• Investors• NGOs• Customers• Consumers• Employees• Potential employees• Suppliers• Local communities	
GRI 102-41	Collective bargaining agreements	Approximately 24% of our workforce in manufacturing facilities are covered by collective bargaining agreements. Principle 3	
GRI 102-42	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.	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 102-43	Approach to stakeholder engagement	<p>In setting our sustainability priorities and implementing our program, we maintain an independent Sustainability Advisory Board with external members to provide guidance on key governance, social and environmental issues to inform our sustainability priorities and programs. We also routinely engage our stockholders on the topic of sustainability through our governance engagement program and regular investor meetings. In these meetings, we often discuss sustainability topics relevant to our business, our priorities and the impact to our business.</p> <p>Examples of engagement include, but are not limited to:</p> <ul style="list-style-type: none">• Annual meetings• One-on-one interviews• Engagement surveys• Education or marketing campaigns• Earnings calls or shareholder resolutions• Risk assessments and audits• Volunteering programs• Media relations	Principle 8
GRI 102-44	Topics raised during stakeholder engagement	<p>Within our ongoing stakeholder engagement, topics raised may include, but are not limited to:</p> <ul style="list-style-type: none">• Our business practices• The environment• Operating context• People and community• Products and packaging• Quality• Safety and health• Human rights• Cost reductions• Financial data, market data and related trends• Sourcing• Climate change• Waste and recycling• Supply chain management	
GRI 102-45	Entities included in financial statement	<p>10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dff4f</p>	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 102-46	Process for defining report boundaries and content	2022 Proxy Statement, page 18 Stakeholder Engagement and Recognition https://investor.kimberly-clark.com/static-files/07ba2aa7-7c0a-4566-b40b-d0afdd29a408	Principle 8
GRI 102-47	Material aspects included in the report	2021 REPORT SECTION – Our Strategy for a Decisive Decade	Principle 8
GRI 102-48	Restatements	In 2020 report, we stated removal of “all microbeads, triclosan, and nonylphenol ethoxylates from Kimberly-Clark Professional skincare products, as well as all parabens and phenoxyethanol from our baby and feminine care wipes.” - this statement has been refined to align with our current product portfolio. Product Quality & Safety (kimberly-clark.com)	
GRI 102-49	Changes from previous report in terms of scope and boundaries	In reference to the Scope 3 data table, Softex operations were added to the Scope 3 inventory for the first time. The 2015 baseline and subsequent years were adjusted to reflect this addition. As part of the continuous effort to improve data integrity, there were improvements to the purchased goods’ mass-based conversion factors and quantities. Improvements were driven by supplier spec data and engagement with category managers. These changes impacted the plastics, packaging and chemical category groups and were reconciled for all reported years.	
GRI 102-50	Reporting period	January 1,2021 – December 31,2021	
GRI 102-51	Date of most recent report	June 30, 2021 https://www.news.kimberly-clark.com/2021-06-30-Kimberly-Clark-Reports-Progress-Toward-Its-2030-Sustainability-Ambitions	
GRI 102-52	Reporting cycle	Annual	
GRI 102-53	Report contact	sustainability@kcc.com	
GRI 102-54	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 option, and in many cases, we go above and beyond the requirements of Core and include additional disclosures.	
GRI 102-55	GRI content index	GRI Content Index	
GRI 102-56	External Assurance	See Appendix B at the end of this document	Principle 8



GRI Standards	Description	2021 Topic Response	UNGC
ECONOMIC			
GRI 201-1	Direct economic value generated and distributed	10-k https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dffb4f	
GRI 201-3	Benefit plan coverage	10-K https://investor.kimberly-clark.com/static-files/ddd8827b-32f9-41cc-bc57-e574b9dffb4f https://www.careersatkc.com/en/our-careers/benefits	
GRI 415	Public policy	<p>Kimberly-Clark does not use corporate funds to contribute to any federal, state or local candidates, political parties, or other political committees. We also do not sponsor a corporate political action committee (PAC).</p> <p>Further, Kimberly-Clark’s Code of Conduct and Anti-Corruption Policy prohibit employees and representatives from making contributions on behalf of Kimberly-Clark to candidates for political office or for other political campaigns.</p> <p>We comply with all U.S. federal, state and local laws that require registration and reporting of lobbying activities and expenditures. Kimberly-Clark files six lobbying reports each year with Congress – four quarterly lobbying activity expense reports and two semiannual reports reflecting expenditures for the benefit of Congressional and Executive Branch officials. Our filings can be accessed in the U.S. Senate Lobbying Disclosure Act database at https://www.senate.gov/legislative/Public_Disclosure/LDA_reports.htm or U.S. House database at http://lobbyingdisclosure.house.gov</p> <p>2021 Disclosure</p> <p>In 2021, Kimberly-Clark reported \$430,000 in federal lobbying activity expenses. This includes internal lobbying expenses, retained consultants’ fees, and the portion of dues paid to trade associations that relate to their federal lobbying activities. We did not have any expenditures benefitting federal officials in our 2021 semiannual reports.</p> <p>We also occasionally participate in the citizen legislative process by providing financial support to state or local ballot initiatives relating to specific issues that have a direct impact on our businesses. When we make these expenditures, they are publicly reported in compliance with legal requirements of the state or local jurisdiction. In 2021, we spent \$0 on ballot initiatives.</p> <p>https://www.kimberly-clark.com/investors/corporate-governance</p>	



GRI Standards	Description	2021 Cross-Reference/Direct Answer	UNGC
ENVIRONMENTAL			
Climate Change			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 REPORT SECTION – Our Strategy for a Decisive Decade Materiality (kimberly-clark.com)	
GRI 103-2	The management approach and its components	2021 REPORT - OUR 2030 GOALS Carbon (kimberly-clark.com) Climate Carbon and Energy (kimberly-clark.com)	Principle 8, 9
GRI 103-3	Evaluation of the management approach	2021 REPORT - OUR 2030 GOALS Carbon (kimberly-clark.com) Climate Carbon and Energy (kimberly-clark.com)	Principle 8, 9
GRI 201-2	Financial implications and other risks and opportunities due to climate change	To better communicate the financial implications of our value chain's climate risks and opportunities, Kimberly-Clark has adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and published initial findings in this report. These findings combine results from a qualitative and quantitative assessment of Kimberly-Clark's transition and physical climate risks and a gap analysis against TCFD's four core areas: governance, strategy, risk management, and metrics and targets. 2021 TCFD Report https://www.kimberly-clark.com/-/media/kimberly/pdf/kc-tcf-2021-final.pdf	
GRI 302-1	Energy consumption (Scope 1 & 2)	See Appendix A at end of document	
GRI 302-3	Energy intensity	See Appendix A at end of document	



GRI Standards	Description	2021 Cross-Reference/Direct Answer	UNGC																								
GRI 302-4	Energy reductions	<p data-bbox="1481 270 1912 297">Energy Reduction (Trillion Joules)</p> <table border="1" data-bbox="1481 311 2620 440"> <thead> <tr> <th data-bbox="1481 333 1726 422">Reduction by conservation and efficiency initiatives</th> <th data-bbox="1813 333 1991 360">2015 (baseline)</th> <th data-bbox="2014 333 2077 360">2019</th> <th data-bbox="2215 333 2279 360">2020</th> <th data-bbox="2416 333 2480 360">2021</th> </tr> </thead> <tbody> <tr> <td data-bbox="1813 387 1854 413">807</td> <td data-bbox="2014 387 2077 413">1,200</td> <td data-bbox="2215 387 2256 413">617</td> <td data-bbox="2416 387 2457 413">459</td> </tr> </tbody> </table> <p data-bbox="1481 494 2684 646">Energy conservation and efficiency improvement actions and projects impact all energy types, including electricity, steam, heating & cooling, and all fuel types consumed by the K-C facilities. All energy efficiency actions, from those in the idea phase to those in activation, are managed in our K-C Sustainability Database (Sphera). Sphera tracks specific energy consumption changes (in giga-Joules), impacts on climate (in MTCO₂e) and financial impacts.</p> <p data-bbox="1481 664 2604 718">Energy conservation and efficiency improvements result from the execution of actions in the following two fundamental pillars of our Carbon Footprint program:</p> <ul data-bbox="1481 736 2662 969" style="list-style-type: none"> • Conservation and Energy Efficiency: Implementation of energy best practices through capital projects such as variable frequency drives, compressed air systems upgrades, tissue machine drying system between upgrades, vacuum system optimization, heat recovery systems, HVAC systems optimization, etc. • Lean Energy: An energy management system embedded into many of our facility's daily accountability processes with real-time consumption visualization tools which positions energy efficiency as a priority at the same level as safety, quality, delivery, and cost. <p data-bbox="1481 987 2700 1068">The management of the energy conservation and efficiency improvement projects in Sphera allows for the breakdown by program pillar and year of activation. This feature and granularity make it possible to build the detailed table.</p> <p data-bbox="1481 1103 1918 1130">Energy Reduction (Trillion Joules)</p> <table border="1" data-bbox="1481 1148 2620 1336"> <thead> <tr> <th data-bbox="1481 1170 1685 1197">Actions/Projects</th> <th data-bbox="1813 1170 1876 1197">2015</th> <th data-bbox="2014 1170 2077 1197">2019</th> <th data-bbox="2215 1170 2279 1197">2020</th> <th data-bbox="2416 1170 2480 1197">2021</th> </tr> </thead> <tbody> <tr> <td data-bbox="1481 1229 1647 1256">Conservation</td> <td data-bbox="1813 1229 1854 1256">494</td> <td data-bbox="2014 1229 2055 1256">981</td> <td data-bbox="2215 1229 2256 1256">478</td> <td data-bbox="2416 1229 2457 1256">361</td> </tr> <tr> <td data-bbox="1481 1292 1631 1318">Lean Energy</td> <td data-bbox="1813 1292 1854 1318">313</td> <td data-bbox="2014 1292 2055 1318">219</td> <td data-bbox="2215 1292 2256 1318">139</td> <td data-bbox="2416 1292 2438 1318">98</td> </tr> </tbody> </table>	Reduction by conservation and efficiency initiatives	2015 (baseline)	2019	2020	2021	807	1,200	617	459	Actions/Projects	2015	2019	2020	2021	Conservation	494	981	478	361	Lean Energy	313	219	139	98	UNGC
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GRI 305-1	Direct greenhouse gas (GHG) emissions (Scope 1)	See Appendix A at end of document																									
GRI 305-2	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	See Appendix A at end of document																									
GRI 305-3	Other direct greenhouse gas (GHG) emissions (Scope 3)	See Appendix A at end of document																									



GRI Standards	Description	2021 Cross-Reference/Direct Answer	UNGC
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GRI 305-4	GHG emissions intensity	See Appendix A at end of document	
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GRI 305-5	Reduction of GHG emissions		
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Greenhouse Gas Emissions (Thousands MTCO₂e)

GHG emissions reduction from actions, projects and initiatives	2015 (baseline)	2019	2020	2021
	118	211	190	344

GHG emissions reduction initiatives include actions and projects that impact both Scope 1 and 2 emissions. All energy efficiency and GHG emission reduction actions are managed in our K-C Sustainability Database (Sphera) from ideation to final activation. Sphera tracks specific energy (giga-Joules), climate (MTCO₂e) and financial impacts.

The GHG emissions reduction reported comes from the execution of actions in the following fundamental pillars of the Carbon Footprint program:

- **Conservation and Energy Efficiency Investments:** Implementation of energy best practices through capital projects such as variable frequency drives, compressed air systems upgrades, tissue machine drying system upgrades vacuum system optimization, heat recovery systems, and HVAC systems optimization.
- **Lean Energy:** An energy management system is embedded into many of our facility's daily accountability process, positioning energy efficiency as a priority at the same level as safety, quality, delivery, and cost.
- **Alternative and Renewable Energy:** Projects include transition to lower emitting technologies and fuels such as with cogeneration and biomass boilers, onsite renewable energy generation using solar photo-voltaic panels and the procurement of bundled renewable energy credits (RECs) from direct and virtual Power Purchase Agreements (PPAs).

The management of the GHG emissions reduction projects in the K-C Sustainability database, allows the breakdown by category and year of activation. This feature and granularity make it possible to build the detailed table.

Greenhouse Gas Emissions (Thousands MTCO₂e)

Actions/Projects	2015	2019	2020	2021
Conservation	20	77	38	38
Lean Energy	17	21	16	8
Alternative Biomass	1	-	1	2
Alternative CHP	80	54	109	9
Renewables	-	60	26	287



GRI Standards	Description	2021 Cross-Reference/Direct Answer	UNGC															
GRI 305-7	Nitrogen oxides (NO _x), sulfur oxides (SO _x) and other significant air emissions	<p>The other pollutant gases were calculated based on the following following published emission factor sources</p> <ul style="list-style-type: none"> • US EPA AP – 42 Compilation of Air Pollutant Factors • Site specific factor for Beech Island Mill <p>Greenhouse Gas Emissions (Thousands MTCO₂e)</p> <table border="1" data-bbox="1503 471 2639 655"> <thead> <tr> <th>Other Pollutant Gases</th> <th>2015 (baseline)</th> <th>2019</th> <th>2020</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>NO_x</td> <td>2.6</td> <td>1.6</td> <td>1.2</td> <td>1.1</td> </tr> <tr> <td>SO₂</td> <td>1.9</td> <td>1.3</td> <td>0.0</td> <td>0.2</td> </tr> </tbody> </table>	Other Pollutant Gases	2015 (baseline)	2019	2020	2021	NO _x	2.6	1.6	1.2	1.1	SO ₂	1.9	1.3	0.0	0.2	
Other Pollutant Gases	2015 (baseline)	2019	2020	2021														
NO _x	2.6	1.6	1.2	1.1														
SO ₂	1.9	1.3	0.0	0.2														
GRI 308-1	New suppliers screened using environmental criteria	<p>Kimberly-Clark does not presently track the number or percent of suppliers screened using environmental criteria. However, we deploy 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"> • Kimberly-Clark's SupplierLINK portal provides a listing of applicable standards and requirements for raw materials and social responsibility [Standards and Requirements (kimberly-clark.com)] • Suppliers of Fiber-based contract manufactured products, raw material and packaging must report on their sources of fiber upon request. • Suppliers are subject to periodic social compliance audits administered by our Supply Chain Human Rights program. • Contract manufacturers are reviewed through a thorough, multi-category due diligence process including environmental factors. • Risk assessments are coordinated by our procurement function for new and existing suppliers on a multi-disciplinary basis, including for environmental and social sustainability risk factors. 																
GRI 308-2	Supply chain environmental impacts	<p>Kimberly-Clark does not presently track the number or percent of suppliers assessed for environmental impacts. However, we deploy 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"> • Kimberly-Clark's SupplierLINK portal provides a listing of applicable standards and requirements for raw materials and social responsibility [Standards and Requirements (kimberly-clark.com)] • Suppliers of Fiber-based contract manufactured products, raw material and packaging must report on their sources of fiber upon request. • Suppliers are subject to periodic social compliance audits administered by our Supply Chain Human Rights program. • Risk assessments are coordinated by our procurement function for new and existing suppliers on a multi-disciplinary basis, including for environmental and social sustainability risk factors. 																



GRI Standards	Description	2021 Topic Response	UNGC
Water			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 REPORT SECTION – Our Strategy for a Decisive Decade Materiality (kimberly-clark.com)	
GRI 103-2	The management approach and its components	2021 PDF Report – Our 2030 Goals Water (kimberly-clark.com) Water Use and Stewardship (kimberly-clark.com)	Principle 8, 9
GRI 103-3	Evaluation of the management approach	2021 PDF Report – Our 2030 Goals Water (kimberly-clark.com) Water Use and Stewardship (kimberly-clark.com)	Principle 8, 9
GRI 303-1	Water withdrawals by source	See Water Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principle 8
GRI 303-3	Water recycled and reused	See Water Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principle 8
Deforestation			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 REPORT SECTION – Our Strategy for a Decisive Decade Materiality (kimberly-clark.com)	Principle 8, 9
GRI 103-2	The management approach and its componen	2021 PDF Report – Our 2030 Goals Forest (kimberly-clark.com) Forest Management (kimberly-clark.com)	Principle 8, 9
GRI 103-3	Evaluation of the management approach	2021 PDF Report – Our 2030 Goals Forest (kimberly-clark.com) Forest Management (kimberly-clark.com)	
GRI 304-2	Impacts on biodiversity	Forest Management (kimberly-clark.com)	Principle 8
GRI 304-3	Habitats protected or restored	Forest Management (kimberly-clark.com)	Principle 8



GRI Standards	Description	2021 Topic Response	UNGC
Post-Consumer Waste and Single-Use Plastics			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 REPORT SECTION – Our Strategy for a Decisive Decade Materiality (kimberly-clark.com)	
GRI 103-2	The management approach and its components	2021 PDF Report – Our 2030 Goals Plastics (kimberly-clark.com) Product, Packaging & Circular Systems (kimberly-clark.com)	Principle 8, 9
GRI 103-3	Evaluation of the management approach	2021 PDF Report – Our 2030 Goals Plastics (kimberly-clark.com) Product, Packaging & Circular Systems (kimberly-clark.com)	Principle 8, 9
GRI 301-1	Materials used by weight or volume	See Materials Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principle 8
GRI 301-2	Recycled input materials used	See Materials Data Tables K-C 2021 Data Tables (kimberly-clark.com)	
GRI 306-1	Waste generation and significant waste-related impacts	Environment Health and Safety (kimberly-clark.com) See Materials Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principle 8
GRI 306-2	Waste by type and disposal method Management of significant waste-related impacts	See Waste Footprint Data Tables K-C 2021 Data Tables (kimberly-clark.com)	
GRI 306-3	Waste Generated	See Waste Footprint Data Tables K-C 2021 Data Tables (kimberly-clark.com)	
GRI 306-4	Waste diverted from disposal	See Waste Footprint Data Tables K-C 2021 Data Tables (kimberly-clark.com)	
GRI 306-5	Waste directed to disposal	See Waste Footprint Data Tables K-C 2021 Data Tables (kimberly-clark.com)	



GRI Standards	Description	2021 Topic Response	UNGC
SOCIAL			
Ethics, Culture, Values			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 REPORT SECTION – Our Strategy for a Decisive Decade Materiality (kimberly-clark.com) Ethics and Compliance (kimberly-clark.com) Human Rights and Social Compliance (kimberly-clark.com) Social Impact (kimberly-clark.com) Inclusion and Diversity (kimberly-clark.com)	Principle 1, 2, 3
GRI 103-2	The management approach and its components	Ethics and Compliance (kimberly-clark.com) Human Rights and Social Compliance (kimberly-clark.com)	Principle 1, 2, 3
GRI 103-3	Evaluation of the management approach	Ethics and Compliance (kimberly-clark.com) Human Rights and Social Compliance (kimberly-clark.com) Inclusion and Diversity (kimberly-clark.com)	Principle 1, 2, 3
GRI 205-1	Risks related to corruption	In Kimberly-Clark's Code of Conduct, we discuss mechanisms for reporting unlawful/unethical behavior: https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct In addition to having mechanisms for reporting unlawful/unethical behavior, we also continually assess our risk globally through regular trainings and business operations.	Principle 10
GRI 205-2	Communications and training on anti-corruption	In 2021, we provided Code of Conduct training to all office-based Kimberly-Clark employees with computer access. The 2021 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. https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct It is the policy of Kimberly-Clark to conduct business in compliance with all anti-bribery and anti-corruption laws.	Principle 10



GRI Standards	Description	2021 Topic Response	UNGC
GRI 206-1	Anti-competitive behavior	<p>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.</p> <p>In 2021, we were subject to various matters related to anti-competitive behavior. In accordance with the company's corporate policies and Code of Conduct, Kimberly-Clark investigates any allegations of wrongdoing and is committed to cooperating with authorities.</p> <p>https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct</p>	Principle 10
GRI 401-1	Rates of employee turnover	Global turnover in 2021: 19.50%	
GRI 401-2	Benefits provided to full-time employees	<p>Kimberly-Clark is a global company with manufacturing facilities all over the world. As a result of this diversity in operational locations, benefits vary between countries and regions.</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> <p>https://www.careers.kimberly-clark.com/en/our-careers/benefits</p>	
GRI 401-3	Parental Leave	<p>Kimberly-Clark is committed to supporting families which is an important part of our caring culture and people strategy. Depending on the country, K-C's parental leave may augment other types of government mandated leaves such as maternity, paternity, and adoption, but we believe that offering family-centric benefits allows parents the time to be there for the early stages of their child's development.</p> <p>https://www.careers.kimberly-clark.com/en/our-careers/benefits</p>	
GRI 402-1	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>	



GRI Standards	Description	2021 Topic Response	UNGC
Occupational Health & Safety			
GRI 103-1	Explanation of the material topic and its Boundaries	2021 Report Section – Environmental, Health, and Safety Materiality (kimberly-clark.com)	
GRI 103-2	The management approach and its components	Environment Health and Safety (kimberly-clark.com) 2021 Report Section – Environmental, Health, and Safety	
GRI 103-3	Evaluation of the management approach	Environment Health and Safety (kimberly-clark.com) 2021 Report Section – Environmental, Health, and Safety	
GRI 403-1	Occupational Health and Safety Management System	<p>Kimberly-Clark has established an Environmental, Health & Safety (EHS) Management System that covers full-time K-C employees, temporary & contractor workers at our Sites Globally.</p> <ul style="list-style-type: none"> • Our EHS Management System requires sites to comply at a minimum to local legal and regulatory expectations, as well as established K-C best-practices where that may be greater. • K-C's EHS Management System is structured consistent with recognized management system standards such as OHSAS 18000 and/or ISO 45000. <p>K-C's EHS Management System applies to full-time K-C employees, temporary and contractor workers at our Sites Globally. K-C workplace and activities include the manufacturing and distribution of Consumer-packaged products, the Administration of those operations, and the Sales and Marketing of products to customers. At this time, Suppliers and 3rd party distribution operations that are non-K-C owned, are not covered directly by K-C's EHS Management System, except where said operations are carried out in a K-C owned facility.</p>	Principle 1



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-2	Hazard identification, risk assessment and incident investigation	<p>K-C's EHS Management System requires a Risk Inventory to be developed and maintained that includes safety hazards/regulatory requirements, associated risks, documented controls following the hierarchy of controls, management of change process and an overall risk reduction/improvement plan.</p> <ul style="list-style-type: none"> • The quality of the Risk Inventory and associated components is assessed through a combination of the EHS Management System self-assessment process along with a diagnostic governance/assurance process. • The outcomes of both the EHS Management System self-assessment & the diagnostic governance/assurance processes are used to determine the level of risk reduction achieved and the maturity of the risk management process. <p>K-C expects all employees and temporary and contract workers to report all workplace injuries, illnesses, and hazards. The reporting process typically includes an electronic tool that enables teams to investigate and follow-up on reported events. By K-C's Code of Conduct, retaliation is not tolerated against anyone who raises any type of health or safety concern in good faith or who cooperates in a review.</p> <p>All K-C employees and temporary and contract workers are expected to follow and comply with K-C's 3 Safety Obligations to ensure people can report and stop any work situations that they believe could cause injury or illness to themselves or other people. K-C's policy prohibits retaliation against anyone who raises any type of health or safety concern in good faith or who cooperates in a review. Individuals engaging in this type of retaliatory conduct will be subject to disciplinary action. (Compliance Helpline Reporting Policy).</p> <p>Incident investigations utilizing a recognized Root Cause Analysis (RCA) process must be completed for all work-related fatalities, permanent/temporary injuries and illnesses, and reportable injuries and illnesses. The outcomes of the RCA are used to develop corrective actions leveraging the hierarchy of controls to prevent reoccurrence of similar events, including also global actions when needed in order to help to avoid similar repeated root causes improving the occupational health and safety management system.</p>	Principle 1
GRI 403-3	Occupational Health Services	<p>As part of the Global Occupational Health Strategy, our goals, priorities, and delivery are based on two pillars of Compliance and Caring. This includes Standards that identify, control, and mitigate risks, and standards to ensure a Safe work environment, promote the health of our employees, and prevent illness.</p> <p>Kimberly-Clark conducts medical surveillance for those employees that have been identified as potentially at risk for exposure to a health hazard, aligned with local legislation and ensuring, as needed, controls and mitigation measures are implemented.</p> <p>There is a Global Work Surveillance reference guide that standardizes the medical assessments Occupational Health staff need to implement in each job position according to the risks to which workers may be exposed.</p> <p>Employee medical health data is managed and stored consistent with local laws and K-C's data privacy policy. A training course is required for all employees on a yearly basis.</p>	Principle 1



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	At Kimberly-Clark we have a combination of trade union and works council agreements that range from local to global. Health & Safety is a common topic in these agreements, and subject to negotiation, consultation, or information sharing depending on country. Typical subjects in these agreements involve H&S standards, training, PPE, hazard and incident reporting, risk assessment, worker participation, problem solving, and investigations. Trade unions, works councils, employee representatives, and other joint committees are also commonly engaged in these programs as well as audits. Frequency of meetings and employee communications varies by location and agreement, and typically includes the organization's performance on health and safety.	
GRI 403-5	Worker training on occupational health and safety	K-C's EHS Management System requires health and safety awareness training in regard to policies, risks, regulatory requirements, employee's and worker's role in contributing to safe work environment and the implications for not conforming to safety rules and procedures/practices. Furthermore, K-C's EHS Management System requires a documented training program that includes a training needs assessment that is used to identify and address key health & safety training required for K-C employees, temporary workers, and contract workers as well as visitors. Training specific to the employee, temporary worker, and/or contract worker's job duties includes controls for managing health & safety risks, standard operating procedures, and emergency response.	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-6	Promotion of Worker Health	<p>Across the company, employees have multiple means of access to medical, mental, and wellness programs. Most programs and initiatives are aligned to cover employees' needs for an integral Health approach. Some examples are:</p> <ul style="list-style-type: none">• Work-balance initiatives and benefits to connect employees to the company values inside and outside of work. Programs include Focus Day, Family days, Employee Resource Groups, Culture Compass, etc., as well as Reward and Recognition programs.• The company offers opportunities and resources in many regions that support and strengthen our employees' mental and emotional health. Employee Assistance Program, Psychosocial program, Healthy habits promotion (Good Sleep, Water Consumption, Nutrition) are some of those.• Insurance coverage and health access. Where applicable, employees are covered and can access social security services for general medical advice by work-related insurance.• Immunization campaigns against Flu, COVID and occupational risks are defined at a country level based on the local availability and the risk exposure. Campaigns may include high-risk groups, healthcare personnel, Emergency Response Team members, and janitorial staff as needed. Contractor vaccination programs are not typically part of K-C campaigns, and are instead, requested by the contractor organization as needed.• Wellbeing campaigns for K-C employees may include virtual and on-site activities. Focus areas are occupational illness prevention, mental and general health promotion. These kinds of initiatives have face to face activities, educational talks, materials delivery, employee training. In some locations, those same programs may also be extended to employee family members (example: breast and prostate cancer awareness and prevention).• The team uses multiple channels to engage employees in education on health prevention topics, programs, and campaigns; Yammer, Campus KC, Newsletter, Onsite TV Screens and boards, Safety talks, etc., are commonly used for spreading information.• All personal and medical information is managed confidentially by the local health staff only and it is in line with K-C Data Privacy and local regulations.	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts directly linked to business relationships	<p>K-C's approach to preventing or mitigating significant occupational health and safety risk through the leverage of contract language with the supplier. K-C's procurement agreements typically have language with the supplier that, at a minimum, sets the requirement for adherence to all local laws including those related to workplace health and safety standards, labor practices, compensation, working hours, nondiscriminatory hiring practices, and environmental regulatory compliance.</p> <p>There is also typically a requirement that suppliers provide notice to K-C whenever they receive notice of a pending inspection of or visit to any facility by any regulatory agency.</p>	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-8	Workers covered by an occupational health and safety management system	<p>K-C's management system</p> <ul style="list-style-type: none">• K-C has an estimated 45,000 employees and 30,000 contract workers. 94% of those employees and contract workers are covered by the K-C Management System, which is internally audited.• K-C's management system is not audited or certified by an external party. <p>Of the total worker population (Employees, Contract Workers, and Contractors), it is estimated that 1.4% are not covered by K-C's management system.</p> <p>The total number of K-C employees was determined by headcount figures during the reporting period. The number of contract workers was estimated by using the total number of hours worked reported during the reporting period for employees and contract workers and dividing by an assumption of 2,000 hours/worker.</p> <p>The percentage of the total worker population not covered by K-C's management system was estimated by averaging the contractor hours at K-C owned DC's that are under K-C's EHS management system and applying that average site working hours to those DC's not under K-C's Management System. We then compared the working hours number, to the total employee and contractor working hours for 2021.</p>	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-9	Work-related injuries	<p>Reporting Period – January 1, 2021 to December 31, 2021</p> <p>Employees</p> <ul style="list-style-type: none">• 2 fatalities / 0.003 fatality rate• 4 high-consequence work-related injuries / 0.007 high-consequence rate• 122 recordable injuries / 0.21 rate• Laceration and fractures were the top two injury types for the reporting period• 117,902,715 = number of hours worked <p>Note: This data includes employees of K-C, K-C de Mexico & Temporary Workers. K-C recently acquired Softex, the employees and contractors for Softex were excluded from the disclosure for the reporting period. The reporting period was used to establish the baseline reporting for Softex. As of January 2022, Softex employees and contractors will be fully integrated into K-C reporting.</p> <p>Workers who are not employees but whose work and/or workplace is controlled by K-C:</p> <ul style="list-style-type: none">• 0 fatalities / 0.000 fatality rate• High-consequence work-related injuries are not tracked• 61 recordable injuries / 0.28 rate• Injury types are not tracked• 44,349,626 = number hours worked <p>High-consequence injury hazards include and are not limited to the following: fire and explosion, machine safeguarding, hazardous energy control, electrical, confined space operations, lifting operations, powered industrial trucks, road transportation, and working at heights.</p> <ul style="list-style-type: none">• A systematic risk assessment process is utilized to identify high-consequence injury hazards.• In 2021, the majority of the high-consequence injuries occurred from machine safeguarding and hazardous energy control related hazards. <p>All workers who are not employees and whose work and workplace are not controlled by the Organization.</p> <p>The data was compiled based on K-C's Injury & Illness Reporting Standard. This internal reporting standard is based on the U.S. Occupational Safety & Health Administration (OSHA) injury / illness recordkeeping requirements as well as the International Labor Office (ILO) Recording and Notification of Occupational Accidents and Diseases. K-C calculates lost time in the determination of severity and high-consequence injuries. The calculation of lost time concludes when the employee can return to their full duties. Full "recovery time" is currently not tracked by K-C. Injury numbers and rates are not broken down by worker demographics.</p>	



GRI Standards	Description	2021 Topic Response	UNGC
GRI 403-10	Work-related ill health	<p>Reporting Period – January 1, 2021 to December 31, 2021</p> <p>Employees</p> <ul style="list-style-type: none">• 0 Fatalities / 0.000 fatality rate• 0 confirmed recordable illness cases during the period noted above.• In 2021, there were 19 potential infectious disease exposures due to COVID-19. Each case was considered potential only, and not definitively work-place related. Potential COVID-19 work-related transmission cases are recorded separately for tracking purposes but not included in K-C's internal TRIR metric due to the non-specific/non-definitive nature of infectious disease transmission. These cases have been reported externally consistent with regulatory reporting requirements (such as OSHA 300 logs, HSE RIDDOR Standards etc.)• There were 5 hearing shift cases entered in K-C's ETQ system: 4 reported as injuries and 1 as an illness. Current internal K-C reporting standard excludes hearing shift cases from our TRIR metrics. These illnesses have been reported externally consistent with regulatory requirements (such as OSHA 300 logs).• Potential hazards are identified using a systematic risk assessment defined on the Global Occupational Hygiene Standard <p>For a better understanding and prevention purpose, each event will include a Root Cause Analysis (RCA). Once completed, corrective actions based on the Hierarchy of Controls are implemented when required.</p> <p>Additionally, we have the OSHPS 11: Global Occupational Hygiene Standard that establishes minimum requirements related to the control of occupational hygiene exposure hazards. For example, each site shall develop and maintain a documented inventory and assess occupational hygiene hazards, associated risk and existing controls defined on this standard, also identifying applicable EHS regulatory requirements associated to this topic.</p> <p>All data is compiled according to K-C Injury and illness Reporting Standard, which is based on international agencies such as OSHA and ILO (International Labor Office); additionally, each country must comply with local legal reporting requirements.</p> <p>Minimum exposure monitoring and control, training and medical surveillance program for all exposures that are required by regulations and K-C Global Health Services are defined in the Global Occupational Hygiene Standard.</p> <p>Exclusions: Non-Kimberly-Clark workers whose workplaces are not controlled by the organization.</p>	



GRI Standards	Description	2021 Topic Response	UNGC
Inclusion & Diversity			
GRI 103-1	Explanation of the material topic and its boundaries	2021 Report Section – Activating Inclusion & Diversity Inclusion and Diversity (kimberly-clark.com)	
GRI 103-2	The management approach and its components	Inclusion and Diversity (kimberly-clark.com) Inclusion and Diversity ESG (kimberly-clark.com)	Principle 6
GRI 103-3	Evaluation of the management approach	Inclusion and Diversity (kimberly-clark.com) Inclusion and Diversity ESG (kimberly-clark.com)	Principle 6
GRI 405-1	Composition of Board and diversity breakdown/factors	See Board of Directors Diversity Table K-C 2021 Data Tables (kimberly-clark.com) 2022 Proxy Statement – Diversity of Directors pg 25-32	
Human Rights			
GRI 103-1	Explanation of the material topic and its boundaries	Kimberly-Clark Code of Conduct page 40 Making Lives Better (kimberly-clark.com)	Principle 1
GRI 103-2	The management approach and its components	Human Rights and Social Compliance (kimberly-clark.com) Supplier Standards and Requirements	Principle 6
GRI 103-3	Evaluation of the management approach	Human Rights and Social Compliance (kimberly-clark.com) Supplier Standards and Requirements	Principle 6
GRI 406-1	Incidents of discrimination	Our social compliance audits identified two potential instances of Discrimination findings in 2021. Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved. See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principle 6



GRI Standards	Description	2021 Topic Response	UNGC
GRI 407-1	Freedom of association and collective bargaining	<p>Through our Social Compliance Audits we identified two Freedom of Association findings in 2021. Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)</p>	Principle 3
GRI 408-1	Child labor	<p>Through our Social Compliance Audits we identified 0 incidences of Child Labor or Young Workers exposed to hazardous work in 2021. Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)</p>	Principles 1, 2 & 5
GRI 409-1	Forced or compulsory labor	<p>Through our Social Compliance Audits we identified 21 instances of Forced Labor Indicators in 2021. Findings observed in social compliance audits are subject to corrective action and remediation requirements for both operating and supplier sites. Critical or major findings are addressed through escalation and governance processes that may ultimately result in termination of supplier relationships when unresolved.</p> <p>Kimberly-Clark has a Supply Chain Human Rights program and Grievance reporting mechanisms in place to:</p> <ul style="list-style-type: none">• Identify and monitor potential human rights risks in our operations and supply chain• Mitigate the risk of modern slavery occurring in our supply chains• Provide access and grievance mechanisms without fear of retaliation from third parties. <p>Kimberly-Clark provides basic training on human trafficking and forced labor for employees and managers with direct responsibility for our supply chain. This training includes a strong focus on identifying and mitigating risks.</p> <p>See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)</p>	Principles 1, 2 & 4
GRI 410-1	Security personnel trained in the organization's human rights policies	<p>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.</p> <p>Kimberly-Clark Code of Conduct https://www.kimberly-clark.com/en/responsibility/ethics-governance</p>	Principles 1 & 2



GRI Standards	Description	2021 Topic Response	UNGC
GRI 411-1	Incidents of violations involving rights of indigenous peoples	We know of no incidents involving rights of indigenous peoples.	Principles 1 & 2
GRI 412-1	Operations that have been subject to human rights assessments	We conducted corporate social compliance audits in 38 countries in 2021. 26 audits of K-C operations in 20 countries were conducted in 2021 accounting for 31% of K-C operations. See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)	Principles 1, 2, 4 & 5
GRI 412-2	Employee training on human rights	Kimberly-Clark provides basic training on human trafficking and forced labor for employees and managers with direct responsibility for our supply chain. This training includes a focus on identifying and mitigating risks. https://www.kimberly-clark.com/en/investors/corporate-governance/code-of-conduct	Principles 1-6
GRI 412-3	Investment agreements and contracts that include human rights clauses or underwent screening	Clauses concerning human rights are incorporated into our terms and conditions in supplier contracts and purchase orders. Number and percentage of contracts including such clauses are not tracked by Kimberly-Clark.	Principles 1-6
GRI 414-1	New suppliers that were screened using labor practices criteria	In 2021, 18 new external contract manufacturers were audited as part of our Corporate Social Compliance program prior to selection as suppliers.	Principles 1-6
GRI 414-2	Incidents of negative impacts in supply chain and actions taken	Number of "key facilities" where audits took place in 2021: 171 See Social Compliance Data Tables K-C 2021 Data Tables (kimberly-clark.com)	
Product Safety and Ingredients Transparency			
GRI 103-1	Explanation of the material topic and its boundaries	2021 Report Section – Product Quality & Safety Kimberly-Clark – Ingredients	
GRI 103-2	The management approach and its components	Product Quality & Safety (kimberly-clark.com) Kimberly-Clark – Ingredients	
GRI 103-3	Evaluation of the management approach	Product Quality & Safety (kimberly-clark.com) Kimberly-Clark – Ingredients	
GRI 416-1	Health and safety impact assessments of products and services	Kimberly-Clark maintains a Product Safety Policy which can be found on the Kimberly-Clark website: https://www.kimberly-clark.com/en/responsibility/ethics-governance	Principle 7



GRI Standards	Description	2021 Topic Response	UNGC
GRI 416-2	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.	
GRI 417-1	Requirements of product and service information and labeling	<p>Kimberly-Clark has an established set of internal procedures referred to as the Quality System. The Quality System is aligned with ISO9001 and ISO13485.</p> <p>Kimberly-Clark follows internal procedures to ensure products are launched in compliance with local labeling requirements and to appropriately address mislabeling issues that may inadvertently occur.</p> <p>Sourcing of components are managed via Kimberly-Clark Quality System procedures.</p> <p>Safe use of Kimberly-Clark products is ensured via use instructions where required. Instructions are managed through Quality System controls and procedures.</p> <p>Disposal is labeled according to local requirements and are managed through the Design Control processes managed by the Quality System procedures.</p> <p>All Kimberly-Clark products are managed through a risk-based Quality System.</p>	
GRI 417-2	Incidents of non-compliance with labeling requirements	Kimberly-Clark has not identified incidents for non-compliant labeling with regulations [or voluntary codes] that resulted in a fine, penalty or warning. Kimberly-Clark follows internal procedures to ensure products are launched in compliance with local labeling requirements.	
GRI 417-3	Incidents of non-compliance concerning marketing communications	Kimberly-Clark has not identified incidents of non-compliance with regulations [or voluntary codes] that resulted in a fine or penalty for marketing materials. Kimberly-Clark follows internal procedures to ensure marketing materials comply to local regulations.	
Access & Education for Sanitation/Hygiene/Menstruation			
GRI 103-1	Explanation of the material topic and its boundaries	2021 Report Section – Our Strategy for a Decisive Decade Making Lives Better (kimberly-clark.com)	
GRI 103-2	The management approach and its components	Social Impact (kimberly-clark.com) Social Impact ESG (kimberly-clark.com) 2021 Report section – Social Impact	
GRI 103-3	Evaluation of the management approach	Social Impact (kimberly-clark.com) Social Impact ESG (kimberly-clark.com) 2021 Report section – Social Impact	



GRI Standards	Description	2021 Topic Response	UNGC
Maternal and Child Health			
GRI 103-1	Explanation of the material topic and its boundaries	Social Impact (kimberly-clark.com) Social Impact ESG (kimberly-clark.com) 2021 Report section – Social Impact	
GRI 103-2	The management approach and its components	Social Impact (kimberly-clark.com) Social Impact ESG (kimberly-clark.com) 2021 Report section – Social Impact	
GRI 103-3	Evaluation of the management approach	Social Impact (kimberly-clark.com) Social Impact ESG (kimberly-clark.com) 2021 Report section – Social Impact	



Appendix A





Statement of Energy Consumption and Greenhouse Gas Emissions

Management's Assertion

Management of Kimberly-Clark Corporation (the "Corporation" or "K-C") is responsible for the completeness, accuracy, and validity of the Corporation's Statement of Energy Consumption and Greenhouse Gas ("GHG") Emissions (the "Statement"). Management is also responsible for the collection, quantification, and presentation of the disclosures included in the Statement and for the selection of the criteria, which management believes provide an objective bases for measuring and reporting. Management of the Corporation asserts that the specified information included in the accompanying Statement of Energy Consumption and GHG Emissions for the year ended December 31, 2021, is presented in accordance with the criteria set forth in the Reporting Policies section below.

*Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information. WSP provided external assurance for the years 2015 to 2020.

** The Total Energy Consumption is calculated as Total Non-Renewable Fuels + Total Renewable Fuels + Electricity, Heating, Cooling and Steam Purchased + Self-generated Electricity, Heating, Cooling and Steam – Electricity, Heating, Cooling and Steam Sold.

302-1 Energy Consumption Within the Organization

ENERGY (Trillion Joules)	2015 (baseline)*	2019*	2020*	2021
Total Non-Renewable Fuels Consumed	38,405	37,055	34,973	34,594
Coal	5,478	1,254	189	126
Fuel Oil	264	20	255	99
Natural Gas	31,658	34,519	33,291	33,247
Propane Gas	802	295	298	318
Butane	1			
Liquified Petroleum Gas (LPG)	203	968	939	804
Total Renewable Fuels Consumed	3,882	564	483	372
Biofuel Purchased	3,882	564	483	372
Electricity , Heating, Cooling and Steam Purchased	19,133	18,236	17,803	16,339
Electricity Purchased	18,148	16,912	16,324	14,788
Renewable Electricity Purchased	8	112	220	514
Total Steam Purchased	977	1,194	1,245	1,023
Total Hot Water Purchased		17	13	14
Self-Generated Electricity, Heating, Cooling and Steam	4	15	26	37
Renewable Electricity Generated	4	15	18	28
Biofuel Generated for Steam			8	9
Electricity, Heating, Cooling and Steam Sold	922	655	573	542
Electricity Sold	922	655	573	542
Total Energy Consumption **	60,502	55,215	52,712	50,800



Methodology

Energy data is reported directly by facilities into the Kimberly-Clark Sustainability Database, ("Sphera"), by the site energy leaders, based on monthly energy invoices and consumption reports. K-C facilities report energy in local energy units which is converted into joules for standard reporting purposes.

Kimberly-Clark does not sell any heating, cooling and steam energy generated at our facilities. K-C sells excess self-generated electricity from combined heat and power equipment at 5 facilities to the local utility. In addition, K-C generates all cooling requirements on-site, therefore, K-C does not purchase external cooling energy.

Base Year for the Calculation

In 2020, we announced our Science Based Target Initiative (SBTi) officially approved GHG emissions goals, where K-C seeks to reduce absolute Scope 1 and Scope 2 (Market Based) GHG emissions by 50% by 2030 from a 2015 base-year. K-C also commits to reduce absolute Scope 3 GHG emissions from Purchased Goods and Services and End of Life Treatment of Sold Products by 20% by 2030 from a 2015 base-year.

K-C selected 2015 as base year for setting of the new Carbon Footprint targets by 2030, which was approved by SBTi in 2020. The timeframe of 15 years between 2015 and 2030 is fulfilling the base and target year criteria of the "SBTi Criteria and Recommendations (Version 4.0)" where targets must cover a minimum of 5 years and a maximum of 15 years from the date the target is submitted to SBTi for official validation. In addition, 2015 was the first year that K-C developed a full Scope 3 inventory along with external verification of Scope 1 and Scope 2 emissions by WSP Global.1

302-3 Energy Intensity

	2015 (baseline)*	2019*	2020*	2021
Energy Intensity (GJ/Metric Ton of production)	11.86	10.97	10.46	10.40

Specific Metric Chosen to Calculate the Ratio

This indicator includes only energy consumption within Kimberly-Clark. The numerator includes all energy types consumed by K-C facilities (electricity, non-renewable fuels, and renewable fuels). The denominator is metric tons of all good saleable product made by our assets in our global facilities. All good saleable product quantity and energy data is entered into Sphera on a monthly frequency by the site energy or environmental leaders.

*Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information.



305- 1 Direct (Scope 1) and 305- 2 Indirect (Scope 2) GHG Emissions

Greenhouse Gas Emissions (Thousands MTCO₂e)	2015 (baseline)*	2019*	2020*	2021
Total GHG Emissions: Scope 1 + Scope 2 Location Based	4,928	3,894	3,686	3,504
Direct GHG Emissions	2,230	1,953	1,800	1,772
Indirect GHG Emissions - Location Based	2,698	1,941	1,886	1,732
Breakdown by gases Scope 1+2 Location Based				
Carbon Dioxide (CO ₂)	4,903	3,879	3,672	3,491
Methane (CH ₄ in CO ₂ e)	6	4	3	3
Nitrous Oxide (N ₂ O in CO ₂ e)	20	13	12	10
Carbon Dioxide (CO ₂)	4,903	3,879	3,672	3,491
Methane (Thousands MTCH ₄)	0.23	0.15	0.13	0.11
Nitrous Oxide (Thousands MTN ₂ O)	0.07	0.04	0.04	0.03
Total GHG Emissions: Scope 1 + Scope 2 Market Based	4,972	3,565	3,342	2,950
Direct GHG Emissions	2,230	1,953	1,800	1,772
Indirect GHG Emissions - Market Based	2,742	1,612	1,542	1,178
Breakdown by gases Scope 1+2 Market Based				
Carbon Dioxide (CO ₂)	4,947	3,552	3,331	2,941
Methane (CH ₄ in CO ₂ e)	6	3	2	2
Nitrous Oxide (N ₂ O in CO ₂ e)	19	6	5	5



Greenhouse Gas Emissions (Thousands MTCO₂e)	2015 (baseline)*	2019*	2020*	2021
Carbon Dioxide (CO ₂)	4,947	3,552	3,331	2,941
Methane (Thousands MTCH ₄)	0.22	0.12	0.10	0.09
Nitrous Oxide (Thousands MTN ₂ O)	0.06	0.02	0.02	0.02
Biogenic CO₂ Emissions (Scope 1+2)	356	90	90	61
Biogenic CO ₂ Emissions Scope 1	327	37	32	26
Biogenic CO ₂ Emissions Scope 2	29	53	58	35

*Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information. WSP provided external assurance for the years 2015 to 2020.



Reporting Policies

The Statement of Energy Consumption and GHG Emissions has been prepared based on a calendar reporting year covering January 1, 2021, to December 31, 2021, which is the same as the Kimberly-Clark financial reporting period. Organizational responsibility for our GHG emissions reporting rests with our Vice President of Safety, Sustainability, and Occupational Health.

The following specified information included in the Statement of Energy Consumption and GHG Emissions for the year ended December 31, 2021, are presented in accordance with criteria outlined below:

Specified Information	Criteria
Greenhouse Gas (GHG) Emissions Statement	<ul style="list-style-type: none"> Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition) published by the World Resources Institute/World Business Council for Sustainable Development, and Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Accounting & Reporting Standard published by the World Resource Institute/World Business Council for Sustainable Development (collectively, the "GHG Protocol")
Emissions	<ul style="list-style-type: none"> Disclosure 305-1: Direct GHG emissions from the Global Reporting Initiative Sustainability Reporting Standards ("GRI Standard"): 305 Emissions 2016 Disclosure 305-2: Energy indirect GHG emissions from the GRI Standard: 305 Emissions 2016 Disclosure 305-3: Other direct GHG emissions from the GRI Standard: 305 Emissions 2016 Disclosure 305-4: GHG emissions intensity from the GRI Standard: 305 Emissions 2016
Energy	<ul style="list-style-type: none"> Disclosure 302-1 Energy consumption within the organization from the GRI Standard: 302 Energy 2016 Disclosure 302-3 Energy intensity from the GRI Standard: 302 Energy 2016

Gases Included in the Calculation

The GHG emissions inventory includes the following gases: CO₂, CH₄ and N₂O.

According to the definition, industries and processes related to the emissions of these gases described in the Greenhouse Gas Protocol, the exclusions can be explained as follows:

- HFC emissions from air conditioning and refrigeration usage are excluded, since Kimberly-Clark estimated approximately 1,500 MTCO₂e, which represents only 0.03% out of our total Scope 1 and 2 GHG emissions in the base year.
- PFC are excluded because these emissions are associated with the manufacturing of aluminum and other non-ferrous metals, which is not the nature of the products and processes in Kimberly-Clark.
- SF₆ are excluded because Kimberly-Clark activities are not related to large scale generation and distribution of energy.
- NF₃ are excluded because these emissions are related to semiconductors production, which is not the nature of the products and processes in Kimberly-Clark.

No facilities, activities, geographies, or operations are excluded from the Scope 1 and 2 GHG inventory except for what is specifically stated.

Other exclusions: The Scope 1 GHG emissions from company vehicles and forklifts used in manufacturing, distribution and administrative operations are not included in the GHG emissions inventory. The amount of fuel consumption and corresponding GHG emissions are very low compared against the fuel consumption and GHG emissions from primary sources of energy consumed in the manufacturing processes. The GHG emissions associated with company vehicles and forklifts are identified as "mobile combustion sources" and are estimated at 16,500 MTCO₂e annually, which represents 0.3% out of the total Scope 1 and 2 GHG emissions in the 2015 base year.



Biogenic CO₂ Emissions Included

Emissions from biologically sequestered carbon came from the amount of CO₂ generated from the on-site (direct) combustion of biofuel and the purchased steam from third parties (indirect) who use biomass as fuel source. Each manufacturing site reports their consumption of biomass or biomass-based steam into Sphera, then the proper emission factor is applied to calculate the corresponding GHG emissions.

The biogenic emissions of other types of GHG, such as CH₄ and N₂O, and biogenic emissions of CO₂ that occur in the life cycle of biomass other than from direct combustion or degradation, such as GHG emissions from processing or transporting, have been excluded.

Recalculation of Base Year Emissions

On October 1, 2020, Kimberly-Clark acquired Softex Indonesia, a leader in the fast-growing Indonesian personal care market, increasing the manufacturing footprint of K-C. Following the guidelines of the GHG Protocol, the GHG emissions data of the new sites was added to the GHG emissions inventory from the baseline year of 2015 and for each year through 2021. For 2021, the three Softex sites submitted their energy data on a monthly cadence and their corresponding GHG emissions were calculated by Sphera based on the country emission factors defined by the International Energy Agency (IEA).

Kimberly-Clark initiates a baseline recalculation for 100% of the facility footprint changes associated with mergers, acquisitions, and divestitures activities. For changes in calculation methodology or improvements in the accuracy of emission factors or activity data that impacts the base year, we will maintain a threshold of 1% impact to total Scope 1 and 2 emissions and 5% impact to total Scope 3 emissions.





GHG Emissions Methodology

Scope 1 emissions: Kimberly-Clark’s facilities worldwide both manufacture and converts products such as tissue, paper towels, diapers, feminine care products and other hygiene essentials that consume the following fuels: natural gas, renewable nature gas, propane, biomass wood waste, bituminous coal, and others.

Scope 2 emissions: Kimberly-Clark’s facilities worldwide consume electricity, steam and hot water in the manufacturing and converting of our products.

The Scope 2 market-based emissions are reduced by incorporating renewable energy certificates that are retained by K-C from wind and solar Renewable Electricity Power Purchase Agreements. When calculating market-based emissions, a zero-emission factor is used if renewable energy contracts meet the GHG Scope 2 market-based criteria. Otherwise, we consider the next available emissions factors per the market-based emission factors hierarchy. Available CO₂, CH₄, and N₂O residual mix factors were used as indicated below. For countries with no residual mix factors available, location-based factors were used. Kimberly-Clark does not trade GHG emissions through sales, purchases, transfers, or banking of allowances.

Scope	Emission Factor Source
Scope 1 - All Fuels	<ul style="list-style-type: none"> • US Environmental Protection Agency (EPA) Emission Factor Hub – 2009 • Natural Gas Emission Factors aligned with EU ETS for sites in EU
Scope 2 – North America (Location and Market-Based)	US Environmental Protection Agency (EPA) eGrid Subregion Emission Factors - 2019
Scope 2 – International (Location-Based)	International Energy Agency (IEA) data 2021 update - Emission Factors Database
Scope 2 – UK and EU (Market-Based)	The factor is extracted from the “AIB_2020_Residual_Mix_Results” file (Version 1.0,2021-05-31) table 2, published by the Association of Issuing Bodies (AIB)
Scope 3	<ul style="list-style-type: none"> • Sphera’s LCA GABi Service Pack 39, Library of emissions factors • US GHG emissions and sinks: 1990-2018 (Feb 2020) • Table VM-1 of the Federal Highway Administration Highway Statistics 2018 • Bureau of Transportation Statistics, National Transportation Statistics for 2019 • Quantis Suite 2.0 Scope 3 Evaluator Tool.

Global Warming Potential (GWP) Used

The source of the GWP is the IPCC Fourth Assessment Report (AR4 – 100 year).

Gas	GWP
Carbon Dioxide (CO ₂)	1
Methane (CH ₄)	25
Nitrous Oxide (N ₂ O)	298

Consolidation Approach of Emissions

The Scope 1 and 2 GHG inventory boundary applies to all owned and leased facilities under Kimberly-Clark’s operational control worldwide. There are no sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1 and 2 emissions that are out of the selected reporting boundary.

Operational control was chosen because Kimberly-Clark has the full authority to introduce and implement operating policies at global manufacturing, distribution, and administrative locations. Under the operational control approach, Kimberly-Clark accounts for 100% of emissions from its operations. This assumption is fully aligned with the definition in Chapter 3, “Setting Organizational Boundaries” of the GHG Protocol.

**305- 3 Other Indirect (Scope 3) GHG Emissions**

Greenhouse Gas Emissions (Thousands MTCO₂e)	2015 (baseline)*	2019*	2020*	2021
Total GHG Emissions: Scope 3	13,552	13,393	13,177	12,591
Category 1 - Purchased Goods & Services	7,162	7,414	7,674	7,425
Category 2 - Capital Goods	649	695	664	530
Category 3 - Fuel & Energy Related Activities	1,265	1,327	1,287	1,221
Category 4 - Upstream Transport and Distribution	1,283	1,267	1,261	1,212
Category 5 - Waste Generated in Operations	269	312	268	274
Category 6 - Business Travel	83	81	54	19
Category 7 - Employee Commuting	21	20	13	12
Category 12 - End of Life Treatment of Sold Products	2,432	1,907	1,595	1,568
Category 15 - Investments	388	369	361	330

*Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information. WSP provided external assurance for the years 2015 to 2020.



Scope 3 Standards, Methodologies, Assumptions, and Calculation Tools Used

Scope 3 Category	Calculation Methodology Description	% Emissions Using Supplier Data
1. Purchased Goods & Services	<p>For Purchased Goods, data is extracted from the SAP business management system for each regional business unit to generate consolidated reports showing material purchased volumes. All purchased goods volumes are converted into mass units. The mass data is entered into Sphera, where specific average Scope 3 emissions factors are applied for each of the material categories, based on Sphera's GaBi LCA Database, pack 39 ("GaBi Database"). GaBi Database is a comprehensive lifecycle assessment determined set of GHG emission factors built from industry data.</p> <p>For Purchased Services, data is extracted from the SAP business management system for each regional business unit showing detailed services spend broken-down by service type and annual spend. The spend data is entered into Sphera, where specific Scope 3 emissions factors are applied for each type of service, defined in based on the GaBi Database.</p>	0%
2. Capital Goods	Data is extracted from the SAP business management system for each regional business unit. The purchased capital goods category is broken up by equipment, machinery, buildings, facilities, and vehicles by spend in US dollars. The spend data is entered into Sphera, where specific average Scope 3 emissions factors are applied for each of the capital goods categories, defined in based on the GaBi Database.	0%
3. Fuel and Energy Related Activities	The calculation of this category is automatically generated by Sphera, which uses actual fuels and energy purchased and consumed, including electricity, natural gas, LPG, steam, etc., reported by the K-C facilities worldwide. The corresponding Scope 3 FERA location-based emission factors are applied from the GaBi Database.	0%
4. Upstream Transportation & Distribution	<p>Upstream transportation is calculated using a combination of actual and calculated haulage data which includes total weight shipped, distance traveled, and number of shipments. Emissions are calculated by multiplying haulage by the specific emission factor for each mode of transportation; Emissions = haulage * emissions factor.</p> <p>Our regional business units with 100% visibility and availability of haulage data for each applicable mode of transportation, provide haulage and spend data for domestic and international operations for road, rail, ocean, and air. This data is generated from K-C data management software or in some cases manual workbooks managed by the sub-regional business units.</p> <p>Regional business units with incomplete data use estimated haulage based on spend data for each mode of transportation, through the application of internal spend to to haulagehaulage conversion factors.</p> <p>The haulage data is entered into the Sphera, where average emission factors in the database library EPA v3.0 (12/2021) are selected from different sources, such as:</p> <ul style="list-style-type: none">• US GHG emissions and sinks: 1990-2018 (Feb 2020)• Table VM-1 of the Federal Highway Administration Highway Statistics 2018• Bureau of Transportation Statistics, National Transportation Statistics for 2019	0%



Scope 3 Category	Calculation Methodology Description	% Emissions Using Supplier Data
5. Waste Generated in Operations	<p>K-C's manufacturing facilities worldwide report on a monthly cadence the industrial waste generated by our manufacturing processes. Industrial waste is defined as the total volume of manufacturing, distribution, offices and warehouses waste streams generated. Total waste includes all waste materials generated at the facility including materials that are reused, recycled and disposed.</p> <p>Sphera applies the appropriate average emission factors from the GaBi Database to the generated waste types to determine the Scope 3 GHG emissions for this category.</p>	0%
6. Business Travel	<p>For the calculation of business travel, Kimberly-Clark uses travel services spend data extracted from the SAP business management system. Business travel spend is converted to emissions using a spend-to-emissions ratio calculated the original base year emissions calculation and travel spend. The emissions are then entered into Sphera.</p> <p>The 2015 baseline emissions for this category were calculated using the Quantis Suite 2.0 Scope 3 Evaluator Tool.</p>	0%
7. Employee Commuting	<p>Employee Commuting calculation is an estimate based on the total number of employees at Kimberly-Clark as reported in the annual 10-K Report.</p> <p>The percent change in employee count between the prior year and the current year is multiplied by the prior year GHG emissions to determine the current year GHG emissions. For both 2020 and 2021, the COVID-19 pandemic impacted our office and manufacturing locations to various degrees around the world. To account for this, we applied a conservative 40% reduction to the standardized calculated employee commuting emissions for both years.</p> <p>The 2015 baseline emissions and emissions/employee ratio for this category was calculated using the Quantis Suite 2.0 Scope 3 Evaluator Tool.</p>	0%
8. Upstream Leased Assets	Not Applicable - Kimberly-Clark does not have any upstream leased assets	Not Applicable
9. Downstream Transportation & Distribution	Not Applicable - Outbound transportation & distribution services are included in category 4 because Kimberly-Clark does not own the vehicles used for transportation and distribution of its products	Not Applicable
10. Processing of Sold Products	Not Applicable - Kimberly-Clark does not sell intermediate products that require further processing, transformation, or inclusion into another product	Not Applicable
11. Use of Sold Products	Not Applicable - Kimberly-Clark does not have products that directly or indirectly consume energy during use; fuels and feedstocks; or products that emit GHG emissions during use	Not Applicable



Scope 3 Category	Calculation Methodology Description	% Emissions Using Supplier Data
12. End-of-Life Treatment of Sold Products	<p>The End-of-Life Treatment of Sold Products includes emissions from the waste disposal and treatment of products and packaging sold by Kimberly-Clark. We utilize a World Bank study that provides the end-of-life treatment breakdown for landfilling, waste-to-energy and composting for each country and by product material category. For each country, we breakdown our manufactured products and our packaging into their plastics and forest fiber content and then allocate volumes going to landfill, waste-to energy and composting using the World Bank database. These allocated volumes are then multiplied by the appropriate emission factor from the GaBi Database to determine the total emission in this category.</p> <p>The emission factors are divided into two categories, European Union and United States. United States factors are utilized for all countries outside the EU.</p>	0%
13. Downstream Leased Assets	Not Applicable - Kimberly-Clark does not have any downstream leased assets	Not Applicable
14. Franchises	Not Applicable - Kimberly-Clark does not have any franchises	Not Applicable
15. Investments	<p>Investment's emissions include the direct and indirect GHG emissions of the Kimberly-Clark de Mexico industrial sites where Kimberly-Clark maintains a 49% of ownership. The energy data is reported directly into Sphera by each industrial facility of Kimberly-Clark de Mexico; and the GHG emissions inventory is calculated applying the corresponding Scope 1 and Scope 2 GHG emissions factors.</p> <p>Only 49% of the total Scope 1 and 2 GHG emissions of K-C de Mexico are included in this category.</p>	0%

305- 4 GHG Emissions Intensity

Greenhouse Gas Intensity (MTCO₂e/Metric Ton of Production)

	2015 (baseline)*	2019*	2020*	2021
GHG Emissions Intensity Scope 1+2 - Market Based	0.97	0.71	0.66	0.60
GHG Emissions Intensity Scope 1	0.44	0.39	0.36	0.36
GHG Emissions Intensity Scope 2 - Market Based	0.54	0.32	0.31	0.24
GHG Emissions Intensity Scope 3	2.66	2.66	2.61	2.58

Specific Metric Chosen and Types of Emissions Included to Calculate the Ratio

Kimberly-Clark calculates two types of emissions intensity ratios: (1) total Scope 1 and Scope 2 market based GHG emissions over metric tons of production and (2) total Scope 3 emissions over metric tons of production. The GHG emissions intensity calculation includes CO₂, CH₄ and N₂O. The metric tons of production includes all good saleable product made in our global facilities. All good saleable product quantity and energy data is entered into Sphera on a monthly frequency by the site energy or environmental leaders.

*Any information relating to periods prior to the year ended December 31, 2021, was not subject to Deloitte's review and, accordingly, Deloitte does not express a conclusion or any form of assurance on such information.



Appendix B





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INDEPENDENT ACCOUNTANT'S REVIEW REPORT

Management of Kimberly-Clark Corporation:

We have reviewed management of Kimberly-Clark Corporation's (the "Corporation") assertion that the specified information included in the accompanying Statement of Energy Consumption and Greenhouse Gas (GHG) Emissions (the "Statement") for the year ended December 31, 2021 is presented in accordance with the criteria set forth in Reporting Policies section within the Statement:

The Corporation's management is responsible for its assertion. Our responsibility is to express a conclusion on management's assertion based on our review.

Our review was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants (AICPA) in AT-C section 105, *Concepts Common to All Attestation Engagements*, and AT-C Section 210, *Review Engagements*. Those standards require that we plan and perform the review to obtain limited assurance about whether any material modifications should be made to management's assertion in order for it to be fairly stated. The procedures performed in a review vary in nature and timing from, and are substantially less in extent than, an examination, the objective of which is to obtain reasonable assurance about whether management's assertion is fairly stated, in all material respects, in order to express an opinion. Accordingly, we do not express such an opinion. Because of the limited nature of the engagement, the level of assurance obtained in a review is substantially lower than the assurance that would have been obtained had an examination been performed. We believe that the review evidence obtained is sufficient and appropriate to provide a reasonable basis for our conclusion.

We are required to be independent and to meet our other ethical responsibilities in accordance with the *Code of Professional Conduct* issued by the AICPA. We applied the *Statements on Quality Control Standards* established by the AICPA and, accordingly, maintain a comprehensive system of quality control.

The procedures we performed were based on our professional judgment. In performing our review, we performed analytical procedures and inquiries. For a selection of the specified information included in the Statement, we performed tests of mathematical accuracy of computations and compared the specified information to underlying records.

The preparation of the specified information included in the Statement requires management to interpret the criteria, make determinations as to the relevancy of information to be included, and make estimates and assumptions that affect the reported information. Measurement of certain amounts includes estimates and assumptions that are subject to inherent measurement uncertainty resulting, for example, from accuracy and precision of greenhouse gas emission factors or estimation methodologies used by management. The selection by management of different but acceptable measurement methods, input data, or assumptions, may have resulted in materially different amounts or specified information being reported.

Any information relating to periods prior to the year-ended December 31, 2021 was not subject to our review and, accordingly, we do not express a conclusion or any form of assurance on such information.

Based on our review, we are not aware of any material modifications that should be made to management of Kimberly-Clark's assertion that the specified information included in the accompanying Statement of Energy Consumption and GHG Emissions for the year ended December 31, 2021 is presented in accordance with the criteria set forth in Reporting Policies section within the Statement, in order for it to be fairly stated.

Deloitte & Touche LLP

July 8, 2022

