

Kimberly-Clark Corporate Policies

Safety of the Corporation's Products and Services

Policy Statement

It is the policy of Kimberly-Clark to provide products and services that recognize a sincere and proper regard for public safety.

Policy Comment

- Establish management accountability to ensure that products and services are safe for public use.
- Conduct regular assessment of all products and services to ensure that they meet current regulatory requirements and public safety expectations.

Safety of the Corporation's Products and Services Policy Instructions

Management Accountability

Each Sector President is responsible for ensuring that the Sector's products and services are safe for public use. This responsibility includes the initial introduction of any product or service into public use, as well as an on-going responsibility to review products and services and complaints thereon for continuing compliance with regulatory requirements and public safety expectations.

Product Review Committees

Each corporate operating headquarters shall have a Product Review Committee which is responsible for reviewing the development of each new or materially revised product. It is the Sector President's responsibility to ensure that no product manufactured or distributed by the Corporation is sold, bartered or donated to another unless the product has been reviewed by a Product Review Committee.

Each Committee shall review all available scientific, legal, medical, environmental and other data concerning the product to ensure that the product is safe for its intended use, complies with all applicable governmental rules and regulations, and otherwise meets Corporate standards.

Each Committee shall be composed of a representative from the following departments chosen by the senior on-site representative of such department and such other management representatives as the principal on-site manager may, from time to time, deem appropriate: Product Safety, Quality Assurance, Energy and Environment, Research and Development, Legal, and Medical.

Environmental Protection and Concern

Fundamental Policy

It is the policy of Kimberly-Clark to conduct its affairs at all times with a sincere balanced and proper regard for the environment. For these purposes, the word "environment" includes all the conditions, circumstances and influences surrounding and affecting the development of people and all other living things which are directly or indirectly impacted on by the company's affairs.

In furtherance of this fundamental policy, the company will at all times keep in effect appropriately updated specific policies on environmental matters such as, but not limited to: human rights in employment, occupational safety, health and such other human resource matters as are from time to time appropriate, and environmental assessment measures and control procedures relating to protection of the biosphere, sustainable use of natural resources, reduction and disposal of waste, use of energy and the safety of the company's products and services.

Kimberly-Clark's fundamental policies on why it exists and on its corporate citizenship and regard for the public interest shall at all times be considered when construing this policy on environmental protection and concern.

Policy Comment

It is the intent of this fundamental policy to cause to exist throughout the company and all of the people serving it, a proper environmental ethic which is and will always be part of our culture.

Protection of the Biosphere

Policy Statement

It is the policy of Kimberly-Clark to protect the biosphere by ensuring that adequate environmental assessment measures and control procedures are maintained and followed in product and process design and in ongoing operations. For purposes of this policy, "biosphere" is defined as the air, land, water and living organisms impacted by the manufacture of company products or by the use and disposal of those products.

Policy Comment

It is the intent of this policy to:

- Adhere to legal requirements protecting the biosphere.
- Develop and adhere to an environmental plan, which considers the total product life cycle (i.e., from product/process design to product use/disposal).
- Periodically audit environmental performance at all locations.

Protection of the Biosphere Policy Instructions

Environmental Compliance

- All Kimberly-Clark facilities will continuously comply with applicable national, state and local laws, regulations and permit requirements relating to protection of the environment.
- Compliance at each facility shall be a specific responsibility of the senior site manager. Assistance in determining compliance requirements and in monitoring ongoing conformance is available from Corporate Environment and Energy.

Environmental Planning

- Each Kimberly-Clark business unit and operating facility shall develop and adhere to an environmental plan which shall be integrated into its overall business plan. These plans should outline current environmental programs and expenditures and should assess longer term environmental issues affecting the business or facility. The plans should also identify future capital and operating costs for environmental programs.
- Each business unit and operating facility will update its environmental plan annually and obtain management approval for its plan through the regular budgeting process. Procedures covering reporting of current environmental costs and estimation of future costs are included in CFI 11-03, Appendix G.
- To insure consistent consideration of environmental issues, all capital appropriations should address environmental requirements. Where significant compliance issues are present or where revised permits will be required, the appropriation should be endorsed by the Vice President, Environment and Energy, in accordance with Corporate Financial Instruction 51-25. The Environment and Energy technical staff should be consulted early in the project development process to insure timely identification of environmental impacts and adequate delineation of required control measures.

Corporate Environmental Inspections

- Corporate Environment and Energy will complete periodic (most often, annual) Corporate Environmental Inspections (CEIs) at all Kimberly-Clark operating facilities worldwide. These CEIs will assess compliance with applicable environmental legal requirements and with established corporate environmental standards. Recommendations will be made and assistance provided to correct any problems identified.
- All solid and hazardous waste storage, transportation and disposal vendors should be inspected prior to initial use and at least annually thereafter. Environment and Energy staff is available to conduct such reviews.
- An inventory of approved vendors will be maintained by Environment and Energy and Corporate Purchasing and distributed to operating facilities.

Use and Conservation of Energy

Policy Statement

It is the policy of Kimberly-Clark to efficiently use energy and to actively pursue energy conservation.

Policy Comment

It is the intent of this policy to:

- Establish programs to ensure the efficient use of energy and to encourage energy conservation.
- Use renewable forms of energy such as wood wastes and waste-to-energy systems where feasible and cost effective.
- Conduct periodic audits of all major steam plants, recovery boilers and other energy systems to ensure their safe, efficient and environmentally responsible operation.
- Encourage all fuel suppliers and utilities with which the company does business to follow environmentally responsible operating practices.

Reduction and Disposal of Waste

Policy Statement

It is the policy of Kimberly-Clark to design its products and processes so as to reduce the volume and weight of materials and to minimize the disposal of product and manufacturing waste.

Policy Comment

It is the intent of this policy to support an integrated approach to waste management, including source reduction, recycling, waste-to-energy systems and conservative use of landfilling.

Human Resources Development and Diversity

Policy Statement

It is the policy of Kimberly-Clark to recruit, promote and support the professional development of a diverse global work force.

Policy Comment

It is the intent of this policy to:

- Ensure that diverse pools of candidates are considered in recruiting and promotion.
- Recognize that business performance is dependent on the contributions of individuals and that, given the opportunity, people will strive to achieve their full potential and become fully motivated when they understand how working towards company objectives will also help them achieve personal goals.
- Recognize that an individual is responsible for his/her self-development and that the company is responsible for providing an environment which allows such development.
- Encourage frank, open and ongoing communication between supervisor and employee concerning the employee's job performance and potential for career growth.
- Emphasize promotion from within.

Occupational Safety and Hygiene

Policy Statement

It is the policy of Kimberly-Clark to manage occupational safety and hygiene globally for the protection of our employees, contractors and visitors and to aggressively drive towards the elimination of occupational injuries, illnesses, disabilities and fatalities.

Policy Adopted on October 25, 1991, revised on January 20, 2009.

Policy Comment

At Kimberly-Clark, we believe that occupational injuries and illnesses are preventable and can be eliminated.

K-C is committed to:

- Ensuring that safety is a fundamental enterprise value which is integrated into our research and engineering, product development, manufacturing, delivery, and sales activities.
- Providing a workplace that is in compliance with all applicable occupational safety and hygiene laws and regulations and in conformance to Kimberly-Clark's occupational safety and hygiene standards.
- Establishing occupational safety and hygiene standards and technical guidance based on best practices and benchmarking to support our global operations in the control of workplace hazards.
- Developing, implementing, sustaining, continually improving and regularly assessing the K-C Environment Health and Safety management system in order to achieve continual improvement of occupational safety and hygiene performance.
- Fostering an environment in which all K-C personnel are expected to contribute to safety improvements by clearly understanding their role and their obligation to support occupational safety and hygiene objectives, conform to K-C's standards, and comply with applicable safety and hygiene regulations.

Occupational Safety and Hygiene Policy Instructions

Each Kimberly-Clark business shall establish and implement an Occupational Safety and Hygiene management process which, at a minimum, will include the following elements:

- **Management Leadership and Commitment** - Employee safety and industrial hygiene is a fundamental value of the organization. Effective leadership lays the foundation for a solid safety and hygiene management system by establishing facility-specific policies, providing resources, assigning responsibilities, establishing expectations, and evaluating performance.
- **Employee Involvement** - Employees are committed to safety and health protection for themselves and fellow workers. They understand the hazards of the tasks they perform and follow the standard operating procedures and practices after actively participating in their development. Employees show their concern for their fellow workers through open communication of safety and industrial hygiene expectations.
- **Hazard Identification** - All new facilities, processes, materials, equipment, and procedures are evaluated to identify all risk exposures. Additionally, existing facilities, procedures, etc., are reviewed periodically to identify changes that may present new safety and hygiene hazards.
- **Hazard Prevention and Control** - Feasible engineering controls, equipment and building safeguards, and safe work procedures are identified, implemented, and maintained to address hazards. Personal protective equipment needs are identified and the appropriate equipment is available and worn as required. Standards of good housekeeping and order are maintained.
- **Safety and Hygiene Training** - Knowledge and skill training needs are identified and training is provided to ensure each employee can perform his/her job in compliance with requirements for safety, hygiene, production, and quality.
- **Emergency Response Planning** - As outlined in the K-C Crisis Management Manual, potential emergencies are identified (natural disasters, fires, chemical spills, etc.), controls are implemented where possible to prevent a crisis event from occurring, procedures are designed and practiced to provide maximum protection for employees should an emergency occur, and internal and external resources are available to minimize the consequences.
- **Accident/Incident Investigation** - Incidents which could or did result in injury, illness, property damage, and/or process loss are investigated to identify all basic causes. Controls are identified and implemented to prevent recurrences and minimize the risks. Information is communicated to the Occupational Safety and Hygiene Team and to others where similar equipment or activities exist.

- **Recordkeeping** – Injury and illness records are developed, reported and retained to meet Corporate and regulatory requirements. Records of training, inspections, hazard analyses, and other pertinent activities are maintained as required.
- **Regulatory Compliance** – Regulatory requirements are considered a minimum component of the safety and hygiene process. Applicable regulatory requirements are identified, the basis for the requirement is evaluated and understood, and compliance activities are developed and implemented. A process is established to monitor continuing compliance.

These instructions provide the basic framework for a world-class occupational safety and hygiene system. Specific guidelines and recommendations for implementing the safety and hygiene process, along with information on codes and laws governing occupational safety and hygiene, are available through the Corporate Occupational Safety and Hygiene Team.

HUMAN RIGHTS IN EMPLOYMENT

Policy Statement

It is the policy of Kimberly-Clark to promote and support human rights, including equal employment opportunities.

Environmental Operating Policy Adopted on October 25, 1991 Interpretation by the senior human resources officer

Policy Comment

It is the intent of this policy to:

- Recognize universal human rights on a global basis and encourage the abolition of discriminatory laws and practices.
- Prohibit discrimination and/or harassment based on: race; color; sex; pregnancy; sexual orientation; gender identity; age; religion; creed; national origin; disability; legally protected leave; and other categories protected by applicable law.
- Prohibit retaliation for engaging in legally-protected activity.
- Maintain affirmative action plans, training programs and other activities, procedures and controls necessary to ensure compliance with government requirements and corporate standards.
- Prohibit the employment of child, prison, indentured, or bonded labor, and the use of corporal punishment or other forms of mental or physical coercion as a form of discipline in any of its global operations.

- Respect our employees' right to freedom of association, including the right to collective bargaining through representatives of their own choosing, the right to have their chosen representatives have reasonable access to the employees in order to represent them, the right to engage in other protected activities and the right to refrain from such activities.

(Policy comment revised on December 12, 2008.)

INSTRUCTION HUMAN RIGHTS IN EMPLOYMENT

Issued on December 14, 1992 by the senior human resources officer
Amended as of December 12, 2008

Link to Policy

Each unit leader is responsible for ensuring the implementation of Kimberly-Clark's Human Rights in Employment Policy.

Each unit leader shall ensure that the unit operates in full compliance with all applicable federal, state and local employment laws and regulations. In order to accomplish this, all levels of management within each unit must be knowledgeable about such laws and regulations and conduct employment/employee transactions accordingly.

This policy extends to all aspects of employment and employment practices, including but not limited to the following: recruitment; hiring; promotion; demotion; transfers; layoffs; recalls; discharge; reorganizations; reductions-in-force; compensation; benefits; training; education; education assistance; social and recreational programs; and other employee actions.

In addition to the protected categories listed in the Human Rights in Employment Policy, other categories protected by applicable law vary by country, such as leave under the Family Medical Leave Act and veteran status. Please check with your local HR Representative or Legal if you have any questions about additional protections where you are located.

In addition, Kimberly-Clark will not knowingly conduct business with vendors that employ child, prison, indentured or bonded labor or use corporal punishment or other forms of mental or physical coercion as a form of discipline.

Each unit shall ensure an appropriate procedure exists for reporting claims of sexual harassment, discrimination and other inappropriate behaviors, and that employees are periodically trained on these subjects.

Upon a complaint by an employee of an alleged violation of any of the applicable employment laws or regulations, the unit leader shall ensure that a prompt and thorough investigation is conducted, with notification to human resources and company legal counsel as appropriate.

Each appropriate corporate unit shall develop and have available for inspection by authorized governmental authority affirmative action programs consistent with the policy of the corporation and the requirements of applicable law.

Definitions

Child Labor: In the absence of any national or local law, Kimberly-Clark will define "child" as less than 15 years of age. If local minimum age law is set below 15 years of age, but is in accordance with developing country exceptions under the International Labor Organization (ILO) Convention 138, the lower age will apply.

Freedom of Association: Freedom of Association is defined as "the right to gather for a legal common cause or purpose without interference and without disrupting K-C's operations and consistent with its reasonable facility rules."

Fiber Procurement

Policy Statement

It is the policy of Kimberly-Clark to conduct its businesses with a sincere and proper regard for the need to sustain natural resources used in the manufacture of the Corporation's products.

Policy Comment

It is the intent of this policy to promote:

- Sustainable forest management practices by the Corporation's wood fiber suppliers that are economically viable, environmentally responsible and socially beneficial by considering supplier performance in the selection process.
- Use by the Corporation of environmentally responsible wood fiber in its products consistent with product performance and competitive market conditions.
- Availability of information to interested stakeholders concerning implementation of the Corporation's Fiber Procurement Policy.

(Policy and Policy Comment adopted effective March 15, 2007.)

Fiber Procurement Policy Instructions

Issued on March 15, 2007 by the Senior Environmental Officer

These Instructions define key terms and describe the practices that the Corporation is adopting to implement the Corporate Policy on Fiber Procurement Comments.

Environmentally Responsible Fiber

- The Corporation will strive to maximize use of Environmentally Responsible Fiber in its products consistent with product performance and competitive market conditions.

- ❖ For purposes of this policy, “Environmentally Responsible Fiber” means:
 - Wood pulp purchased from suppliers that have had their forestry operations or wood fiber procurement activities certified to one of the Forest Certification Systems (as defined below);
 - Wood pulp manufactured by the Corporation from logs or chips purchased from suppliers that have had their forestry operations or wood fiber procurement activities certified to one of the Forest Certification Systems; and
 - Recycled fiber recovered from pre-consumer or post-consumer waste paper.
- The Corporation will strive to maximize use of Environmentally Responsible Fiber in its products consistent with product performance and competitive market conditions.

Sustainable Forest Management

- Kimberly-Clark will encourage its wood fiber suppliers (and their suppliers, if applicable) to practice sustainable forest management.
 - ❖ For purposes of this policy, “wood fiber” means:
 - Wood pulp;
 - Logs;
 - Whole log chips; and
 - Sawmill residuals including woodchips and sawdust.
- Kimberly-Clark will not knowingly use illegally harvested wood fiber, which for the purposes of this policy is wood fiber obtained in violation of applicable government forest management requirements or other applicable laws and regulations.
- Kimberly-Clark will not knowingly use wood fiber sourced from Forest Areas Requiring Protection.
 - ❖ For purposes of this policy, “Forest Areas Requiring Protection” means:
 - Naturally rare forests identified as “G1” (globally ranked critically imperiled) or “G2” (globally ranked imperiled) communities by NatureServe/Natural Heritage Network;
 - “High Conservation Value Forests” identified and mapped as no harvest areas under the Forest Stewardship Council certification scheme;

- “Forests of Exceptional Conservation Value” identified and mapped as no harvest areas under the Sustainable Forestry Initiative scheme;
- “Primary Tropical Rainforest” defined as natural forests that have developed under natural processes, have never been logged on a commercial scale and which are located in an area with annual mean temperatures of at least 24°C and annual rainfall exceeding 2.0 meters evenly distributed throughout the year;
- Areas mapped in applicable forest management plans as protected areas due to their unique features, including endangered species habitat; and
- Areas mapped by the government as a park or conservation reserve where commercial logging is prohibited.

Forest Certification

- Kimberly-Clark will strive to maximize its use of wood fiber from suppliers that have had their forestry operations or wood fiber procurement activities certified to one of the Forest Certification Systems with the goal of purchasing 100% of its wood fiber from certified suppliers.
- The Corporation will track and report annually the amount of wood fiber it purchases from suppliers certified under each of the Forest Certification Systems.
- Kimberly-Clark will encourage its wood fiber suppliers (and their suppliers, if applicable) to seek independent certification of their forest lands.
 - ❖ For purposes of this policy, “Forest Certification Systems” will mean the following five schemes and any additional forest certification scheme meeting the performance based criteria set forth below:
 - Forest Stewardship Council (FSC);
 - Sustainable Forest Initiative (SFI);
 - Canadian Standards Association’s National Sustainable Forest
 - Sistema Brasileiro de Certificacao Florestal (CERFLOR) in Brazil; and
 - Program for the Endorsement of Forest Certification Schemes (PEFC).
- Examples of performance-based criteria for an acceptable forest certification scheme include:
 - Conformity with international legislation, agreements and accords;

- Compliance with national and local legislation;
 - Scientific support for forestry practices
 - Commitment to forest regeneration and reforestation;
 - Protection of soil quality, riparian zones and water quality;
 - Protection of ecologically and culturally unique forest areas;
 - Maintenance and conservation of biological diversity;
 - Participation by interested and affected stakeholders;
 - Continuous improvement in forestry practices; and
 - Third-party verification of forestry practices.
- The Corporation will give preference to wood fiber certified under FSC standards where it is available and meets product performance requirements and competitive market conditions.

Wood Fiber from Tree Plantations

- Kimberly-Clark may use wood fiber harvested from industrial forest lands that are converted after the date hereof to Tree Plantations only if the supplier can demonstrate that the pre-existing forest lands were not Forest Areas Requiring Protection.
- ❖ For For purposes of this policy, "Tree Plantations" mean forest stands established by planting seedlings or by direct seeding of either native or introduced species, which are fast growing and intensively managed for wood production including by mechanical site preparation, exclusion of other species and periodic pruning, spacing and thinning.
- All relevant provisions of these Instructions for wood fiber used by the Corporation will also apply to wood fiber supplied from Tree Plantations.

Review of Wood Fiber Supplier Practices

- As it does with all of its significant suppliers, Kimberly-Clark will review the integrity of environmental and social responsibility practices followed by its wood fiber suppliers and consider those practices as part of the initial supplier selection process and when supply agreements are renewed.
- The techniques to be utilized and the extent of a particular environmental and social review will be commensurate with the size and nature of the proposed business relationship between the supplier and Kimberly-Clark.

- When Kimberly-Clark enters into long-term agreements with wood fiber suppliers, it will include language that enables the Corporation to enforce this policy.
- Kimberly-Clark will inspect its wood fiber suppliers periodically and request that its uncertified wood fiber suppliers prepare a written report annually on compliance with this policy.
- In the event that a supplier to the Corporation does not have certification of its forest lands or wood fiber procurement activities, that supplier will be given reasonable time to achieve certification. If a supplier is not in compliance with any applicable provisions of this policy, the Corporation will take appropriate action to address such non-compliance, which may include (i) an action plan for compliance or (ii) termination or non-renewal of the supply contract.

Verification of Wood Fiber Use

- Kimberly-Clark will implement a verification system for its wood fiber procurement activities that is global in scope and sufficient to provide reasonable assurance that the Corporation has systems and controls in place to meet the objective of using Environmentally Responsible Fiber in accordance with this policy.

Public Reporting

- Kimberly-Clark will report on its activities to implement this policy at least annually to interested stakeholders through the Corporation's annual Sustainability Report or other appropriate documents.

Applicability

- This policy applies to Kimberly-Clark Corporation, its consolidated subsidiaries and affiliates, and is recommended for all of the Corporation's equity companies subject to local laws and any applicable shareholder or joint venture agreements. To the extent an affiliate or equity company supplies wood fiber to Kimberly-Clark, it shall be subject to this policy.

Charitable Contributions

Policy Statement

It is the policy of Kimberly-Clark to make reasonable contributions to qualified charitable, educational and similar organizations.

Policy Comment

It is the intent of this policy to:

- Contribute cash or other assets to qualified organizations in each year, provided that the aggregate amount in any one year shall not exceed one and one quarter percent of the Corporation's average U.S. pre-tax income of the preceding three years, and further provided that such contributions of any products or real property of the Corporation shall be excluded from the foregoing limitation.
- Administer the contributions program pursuant to rules established by the Chief Executive Officer.
- Manage the disbursement of charitable funds at the local level in communities where the Corporation has facilities and through the Kimberly-Clark Foundation for gifts to national organizations.

Charitable Contributions Policy Instructions

- The Chief Executive Officer or the President and Chief Operating Officer will annually set a maximum level of charitable contributions for each deputy with responsibility for a business or service unit in the U.S. These deputies will submit to the CEO or the President and COO, as the case may be, an annual contributions plan detailing proposed contributions for their respective areas of responsibility.
- The deputies may approve changes to their plans, if such changes do not result in increased spending for contributions in the aggregate.
- Multi-year commitments to charitable organizations, whether conditional or unconditional, shall be reviewed with the Corporate Controller, or his or her designee, prior to making such a commitment.
- Periodic status reports, as specified in Corporate Financial Instruction 27-40 and Appendices A, B and C, are required from each unit. Information required for budget purposes will also be specified by the Corporate Controller.
- Kimberly-Clark's United Way contributions for each unit must be approved by an officer or manager of the Corporation with site or facility responsibility for the respective site or facility making the contribution. The contributions at each location will match employees' giving/pledges on a 1:1 basis.

- Delegation of authority (except as limited above) and overall control of the program are the responsibility of the respective unit and staff senior managers reporting to the CEO or President and COO.
- Requests for contributions beyond the scope of a unit's budget must be submitted through line management for the CEO's or President and COO's approval.