

**RECONCILIATION
ACTION PLAN**

REFLECT

December 2021 - December 2022

 **Kimberly-Clark**
Australia & New Zealand

Acknowledgement of Country



Kimberly-Clark Australia acknowledges the Traditional Owners of this nation, and pays respect to their Elders past, present and emerging. Our Head Office is located on the land of the Cammeraygal people and our Australian manufacturing site in Millicent is located on the land of the Boandik people. However, as an organisation with national reach, we extend our acknowledgment to all Aboriginal and Torres Strait Islander peoples and express our support for the continuation of their cultural, spiritual and educational practices.



Artist Statement



Gavin Wanganeen
Artist

Imagine you are sitting in the highest point in the universe, looking down through the stars to Country. From this viewpoint, you can glimpse the whole world, and see the evolution of the Kimberly-Clark brand in their 150 year history, almost 100 years in Australia. The green represents the forestry around the Millicent mill, which sits on Bungandidj country. Looking through the stars are the many local wild flowers and scrub native to the South-East region, and other regions around Australia. The flora, so important in supporting the lifecycles of local fauna as well as people and industry, also represents the Kimberly-Clark ethos of supporting people through all stages of life. The circles seen over the painting and amongst the stars, represent the six sites across Australia in Millicent, Sydney, Brisbane, Melbourne, Perth and Adelaide as well as some of the other sites amongst the 175 locations where Kimberly-Clark has a presence around the world. People are connected to those sites, and in the communities around them, as Kimberly-Clark exists with a commitment to care for country, customers and staff, and builds trust with local communities around Australia and globally.

Message from K-CANZ Managing Director



I am very proud to present Kimberly-Clark Australia (K-CA) first Reconciliation Action Plan (RAP) which outlines our commitment to progressing reconciliation in Australia. This is our promise to help create a more just and equitable society for Aboriginal and Torres Strait Islander peoples.

At Kimberly-Clark, we are not only passionate about Inclusion & Diversity in our own workplace but in our community too. Our global purpose is Better Care for a Better World, and in 2020, we set a global goal to improve the lives of one billion people in underserved communities by 2030. One of the ways we will act on this goal in Australia is by contributing towards equality for Aboriginal and Torres Strait Islander peoples through building long-term programs and partnerships.

As a global business with approximately 46,000 people and some of the world's most iconic brands, we recognise that we have a unique platform that can help create meaningful opportunities for First Nations communities through employment, procurement, storytelling across our brands and more. We know there is a lot we can do to support reconciliation, and we have a passionate workforce behind us, with 73% of our people who responded to

a recent internal survey telling us they want to learn more about Aboriginal and Torres Strait Islander cultures.

Part of our RAP journey will address what training is needed for our people, as well as examine our internal policies. We want to ensure that in all aspects of our operations we are working towards positive two-way relationships between Aboriginal and Torres Strait Islander and non-Indigenous Australians. We will also work to create a wider range of opportunities for Aboriginal and Torres Strait Islander Australians within our business and value chain, as well as establish a plan that amplifies the cultures and communities we work with.

I am personally passionate about reconciliation too. In mid-2021, I had the privilege of being welcomed into a Yolgnu community on Galiwin'ku in East Arnhem Land as part of K-CA's work with the Australian Red Cross. The community were so generous in sharing their culture and

knowledge, and it opened my eyes to the continued significance of Aboriginal and Torres Strait Islander contributions to Australia, and the importance of driving a society that values and recognises this as a proud part of a shared national identity. Unfortunately, it also showed me that equality has some way to go and re-affirmed K-CA's commitment to the work outlined in this RAP. As a leader, I am committed to ensuring more of our people at K-CA have similar experiences because through experience, we learn, we connect, and we grow.

I thank everyone at K-CA who is helping us with our RAP journey, and I look forward to seeing the positive impact we can make together.

Belinda Driscoll
Vice President and
Managing Director ANZ

Reconciliation Australia CEO Statement



Reconciliation Australia welcomes Kimberly-Clark Australia to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Kimberly-Clark Australia joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

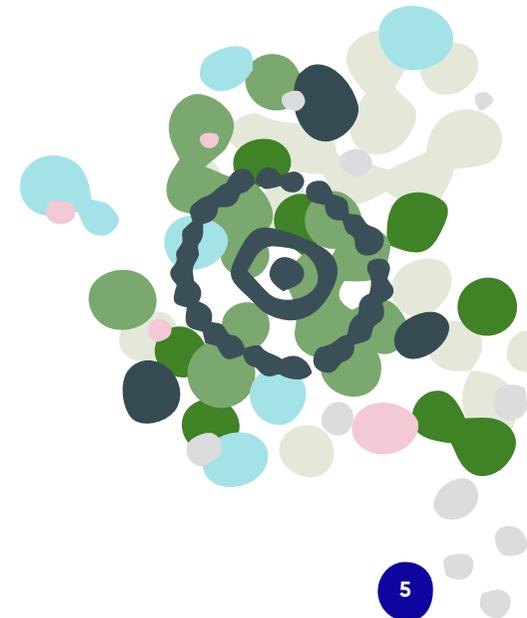
It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Kimberly-Clark Australia to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Kimberly-Clark Australia, welcome to the RAP

program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia



About our business

Kimberly-Clark makes essential products for a quarter of the world's population every single day. This includes some of the world's most recognisable brands such as Huggies®, Kleenex®, U by Kotex®, Poise® and Depend®.

Globally we employ approximately 46,000 people and our brands are sold in more than 175 countries. In Australia, we employ approximately 750 people across the country, with half located in Millicent, South Australia and offices in Sydney, Melbourne, Brisbane, Adelaide and Perth. We are passionate about our planet and our communities and in 2020, we publicly committed to ambitious targets that will see us reduce our environmental footprint by half and improve the lives of one billion people in underserved communities by 2030 globally. This includes increasing our focus on supporting First Nations communities globally.

In March 2021, K-CA undertook our first Diversity Survey to further understand the cultural makeup of our workforce. More than half (54%) of our people responded to this survey and of this group, five people said they identify as Aboriginal people. No one has identified as Torres Strait Islander, at this stage. The survey also showed that there is overwhelming support in our business to learn more about Aboriginal and Torres Strait Islander cultures with 73% of respondents saying they would be interested in learning more. We are proud of these findings and show of support as we embark on our journey of reconciliation in Australia.



Our RAP Overview

K-CA is at the beginning of our RAP journey but we already have some important programs underway. This includes work to support the health and wellbeing of First Nations families; supporting the training of Aboriginal and Torres Strait Islander midwives; and addressing period poverty in remote Australian communities. We look forward to progressing these programs and introducing new programs over the next 12 months and beyond.

Whilst we acknowledge the ongoing inequality faced by many Aboriginal and Torres Strait Islander communities, we also recognise the importance of reconciliation to non-Indigenous Australians, and the value that can be gained by everyone in our business and community achieving reconciliation. At K-CA many of our people have expressed their commitment to support our RAP journey, including in our first Inclusion and Diversity Survey in early 2021 in which three quarters (73%) of people who responded said they would like

to learn more about Aboriginal and Torres Strait Islander cultures. This positive force within our business will be integral in the success of our RAP.

Pre and post-natal care for the best start to life

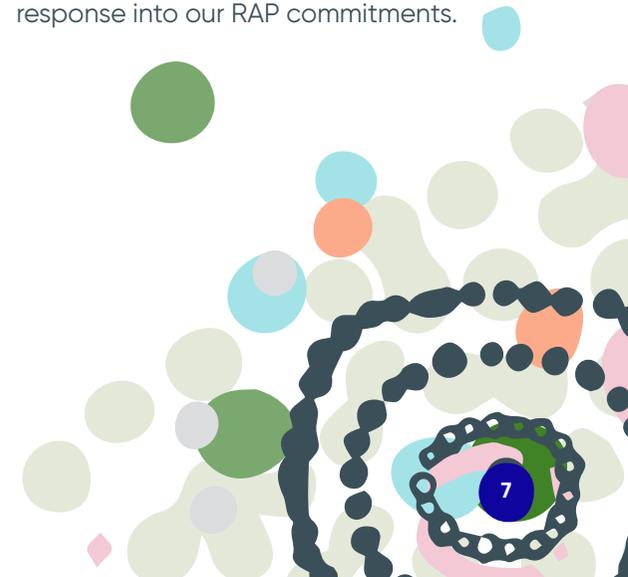
As the owner of Australia's leading nappy brand, Huggies, we are supporting programs that focus on pre and post-natal care as well as the first few years of life because we know that a healthy start to life leads to stronger outcomes in the future.

In January 2021, we commenced a long-term partnership with the Australian Red Cross and the Galiwin'ku Baby Hub in East Arnhem Land. The Baby Hub is a support centre on the island built upon Australian Red Cross' principles of long-term and respectful partnerships; working with Aboriginal and Torres Strait Islander peoples, communities and organisations to determine and lead their own

solutions. Through a place-based community-development approach, the team has built more than 10 years of positive outcomes on Galiwin'ku, and the Baby Hub is a big part of that. Our support will enable them to continue and grow their work, helping more parents and carers with underweight babies. The focus is on the first 1000 days of life, addressing underlying causes of anaemia and growth faltering including diet and feeding behaviour, food insecurity issues, recurring illness and infections. In addition to our program support, we also donate an annual supply each year of nappies, wipes and period care products for the community visiting Baby Hub.

Kimberly-Clark has been supporting Rhodanthe Lipsett Trust since it's inception in 2013. This support helps Aboriginal and Torres Strait Islander midwifery students with their studies. We are currently looking at how we can increase our support, which will form part of our RAP commitments.

We have also been working with Foodbank for many years to ensure that even the most vulnerable Australians have access to our essential products. In 2020 we donated 91,685 kilograms of essential products to them including nappies, baby wipes, toilet paper and sanitary products. This donation directly supported 174,000 people. Now, we are working with them to better understand the specific needs and service availability in Aboriginal and Torres Strait Islander communities, so that we can build a detailed product response into our RAP commitments.



Our RAP Overview (Cont.)

Addressing period poverty in remote communities

As the leading period care provider in Australia, we have been focused on addressing the issue of period poverty for a very long time. Period poverty is defined as a lack of access to period products such as pads and tampons. It is a prevalent issue, particularly in disadvantaged communities in remote Australia. Since 2015 we have partnered with Share the Dignity and have donated nearly 100,000 essential period care products to those in need.

In June 2021, we donated a year's supply of pads and tampons to two schools in the Northern Territory, Tiwi College and Xavier Catholic College Wurrumiyanga, to help ensure young people in these remote locations don't miss school because of periods, and we're looking at how we can expand this

Starting the conversation about reconciliation

In 2020, K-CA formally committed to launching its first RAP in 2021. As part of our journey to date, we have introduced internal events and conversations about reconciliation, as well as supported important weeks such as National Reconciliation Week and NAIDOC Week. We now start our company events with an Acknowledgement of Country and a Welcome to Country if possible.

In June 2021, we hosted an important discussion with three guest speakers about Australia's journey towards reconciliation and how our business can help create a more just and equitable society for Aboriginal and Torres Strait Islander peoples. More than 150 Kimberly-Clark employees from across the globe joined this event and the replay has been shared across our global communication channels for many more to see. This was the first of many discussions we will host on the issue as we start our RAP journey.

We recognise that reconciliation takes action and to ensure we meet our commitments, K-CA's RAP will be sponsored by our Managing Director Belinda Driscoll. Our RAP commitments and outcomes will be led by our RAP Working Group members, representing every part of our business. At this time we do not have Aboriginal or Torres Strait Islander representation, so we will be looking to appoint an external Aboriginal and/or Torres Strait Islander advisor in 2022 to guide us along our journey.

Our current working group members:

Title	Role
Director of Communications, Government Affairs and Sustainability ANZ	Project Lead and external stakeholder management
Manager Sustainability Communications ANZ	Comms and engagement and external stakeholder management
Communications Consultant	Comms and engagement – internal and external
Talent Organizational Development Manager	Cultural considerations, strategy
HR Business Partner	HR policies and strategies
Sales – Senior Category Development Manager	Internal engagement
Hospital and Childcare Manager	Internal engagement and connection to early years programs
Print and Packaging Procurement	Procurement strategies
Lead Senior Brand Manager	Creative and Marketing considerations



Top left image:

(names from L to R) Ian Flemington, Previous HR Director ANZ (now in global role at K-C), Gabrielle Davidson, Sector Lead Baby Care ANZ, Annelise Tregoning, Director of Communications, Government Affairs and Sustainability ANZ, Belinda Driscoll, Vice President and Managing Director for ANZ, Doug Cunningham previous Manaing Director for ANZ (now in global role at K-C) standing outside the Baby Hub on Galiwin'ku.

Top right image:

A pallet of U by Kotex ® pads donated to our partner Share the Dignity, delivered to Fitzroy Crossing care of Marninwantikura Women's Resource Centre in Western Australia.

Bottom image:

The children of Baby Hub cool down on Galiwin'ku during our team's visit.



1. Relationships



Kimberly-Clark has operated in Australia for almost 100 years and at the core of our business's success is the strength of our relationships with our people, our customers and our communities. We also have a deep connection with regional Australia, having operated in Millicent, South Australia for more than 60 years, employing generations of families. Long-term, trusting relationships are important to us, and we are committed to establishing stronger relationships with Aboriginal and Torres Strait Islander peoples, communities, and businesses across the country.

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	February 2022	Communications Consultant
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	February 2022	Communications Consultant
2. Build relationships through celebrating National Reconciliation Week (NRW). May 28 – June 3	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	April 2022	Senior Category Development Manager
	Ensure RAP Working Group members participate in an external NRW event.	27 May-3 June 2022	Senior Category Development Manager
	Encourage all employees to participate in at least one external event to recognise and celebrate NRW.	27 May-3 June 2022	Senior Category Development Manager
	Celebrate NRW by hosting an event with employees and a guest speaker	May-June 2022	Senior Category Development Manager
3. Promote reconciliation through our sphere of influence.	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	March 2022	Communications Consultant
	Communicate our commitment to reconciliation to all employees.	Review progress in end of year internal culture survey – Oct 2022	Communications Consultant
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	March 2022	Communications Consultant
	Share our commitment to Reconciliation in our annual sustainability report and on a dedicated paper on our website.	May 2022	Sustainability and Communications Manager
4. Promote positive race relations through anti-discrimination strategies.	Research best practice and policies in areas of race relations and anti-discrimination.	March 2022	HR Business Partner
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June 2022	HR Business Partner

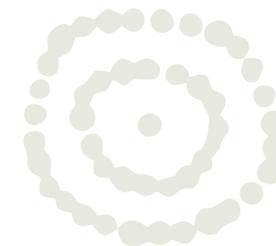


2. Respect

Kimberly-Clark respects the 60,000 years of history, cultures and languages of Australia's First Nations peoples, and we are committed to sharing this rich history with more people, starting with our own. We believe that once we develop a greater understanding of Aboriginal and Torres Strait Islander cultures within our own business, we can feel more connected to it, more confident to talk about it and ready to actively join Australia's journey towards reconciliation.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	Measure our employees' current level of knowledge and understanding of Aboriginal and Torres Strait Islander cultures, histories and achievements.	February 2022	Diversity & Inclusion (D&I) Lead
	Conduct a review of cultural learning needs within our organisation.	March 2022	D&I Lead
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	April 2022	D&I Lead
	Develop and run cultural awareness training for the RAP WG and K-CA Executive Leadership Team (ELT).	May 2022	D&I Lead
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	February 2022	Communications Consultant
	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	March 2022	Communications Consultant
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2022	Senior Brand Manager
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	July 2022	Senior Brand Manager
	RAP Working Group to participate in an external NAIDOC Week event.	July 2022	Senior Brand Manager

3. Opportunities



Kimberly-Clark has a goal to improve the lives of one billion people in underserved communities by 2030. We will do this by breaking down barriers and creating opportunities for disadvantaged communities right across the world. In Australia, we will focus on creating opportunities for Aboriginal and Torres Strait Islander Peoples through employment and training, supporting First Nations businesses and fostering mutually respectful relationships. We recognise that, with 46,000 people globally and some of the world's most recognisable brands, Kimberly-Clark has a powerful platform to really make a difference.

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	August 2022	HR Business Partner
	Build further understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	September 2022	HR Business Partner
	Explore the possibility of a future Aboriginal and Torres Strait Islander graduate program.	October 2022	HR Business Partner
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	April 2022	Procurement Lead
	Investigate Supply Nation membership.	27 May-3 June 2022	Procurement Lead
10. Support programs that focus on the health and wellbeing of Aboriginal and Torres Strait Islander families.	Continue partnership with The Australian Red cross and the Galiwin'Ku Baby Hub on Elcho Island.	March 2022	Sustainability and Communications Manager
	Increase our support of the Rhodanthe Lipsett Charity Fund, midwifery scholarship program.	All year; evaluate progress in Nov in line with annual partnership review/renewal	Sustainability and Communications Manager
11. Support programs that address period poverty and period stigma in Aboriginal and Torres Strait Islander communities.	Continue to donate period products to Aboriginal and Torres Strait Islander communities in partnership with Share the Dignity.	Review Nov 2022	Sustainability and Communications Manager
	Identify partnerships that support menstrual education in Aboriginal and Torres Strait Islander communities.	September 2022	Sustainability and Communications Manager
12. Support programs that address mental health challenges in Aboriginal and Torres Strait Islander communities.	Identify a program with corporate partner Beyond Blue.	September 2022	Sustainability and Communications Manager
13. Support Aboriginal and Torres Strait Islander communities in need.	Promote volunteering options to all K-CA employees that support First Nations causes.	All year; review results Nov 2022	Sustainability and Communications Manager





4. Governance

Kimberly-Clark Australia is committed to creating meaningful change for Aboriginal and Torres Strait Islander people through action. We will establish an effective consultation and governance process to ensure our commitments are met, including regular RAP WG meetings and delivering regular progress reports to the K-CA Executive Leadership Team.

Action	Deliverable	Timeline	Responsibility
14. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	Maintain a RWG to govern RAP implementation.	Review Nov 2022	Director of Communications, Sustainability and Government Affairs ANZ
	Draft a Terms of Reference for the RWG.	January 2022	Sustainability and Communications Manager
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	June 2022	Director of Communications, Sustainability and Government Affairs ANZ
15. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	January 2022	Director of Communications, Sustainability and Government Affairs ANZ
	Engage senior leaders in the delivery of RAP commitments.	February 2022	Director of Communications, Sustainability and Government Affairs ANZ
	Define appropriate systems and capability to track, measure and report on RAP commitments.	February 2022	Sustainability and Communications Manager
16. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	Sustainability and Communications Manager
	Report on RAP Reflect completion in sustainability report.	All year; evaluate progress in Nov in line with annual partnership review/renewal	Sustainability and Communications Manager
17. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	October 2022	Sustainability and Communications Manager

Top image:

(left - names from L to R) Back row: Gabrielle Davidson, Sector Lead Baby Care ANZ, Helen Nyomba local elder and leader, Belinda Dimovski Executive Director Engagement and Support at Australian Red Cross, Belinda Driscoll, Vice President and Managing Director for ANZ, Helen Guyupul expert Yolngu pregnancy/birth knowledge holder, Ian Flemington, Previous HR Director ANZ (now in global role at K-C), Ganaya (Nancy) Gondarra Baby Hub team, Doug Cunningham previous Managing Director for ANZ (now in global role at K-C), Sarah Coombe NT Program Lead Australian Red Cross; bottom row: Raisa Brozalevskaia Birthing on Country program, Annelise Tregoning, Director of Communications, Government Affairs and Sustainability ANZ, Jenanne Yirtharama Baby Hub team inside the Baby Hub centre.



Bottom image:

(left) Belinda Driscoll, Vice President and Managing Director for ANZ and Ian Flemington, Previous HR Director ANZ (now in global role at K-C), playing with mothers and children at Baby Hub.





Top image:

Annelise Tregoning, Director of Communications, Government Affairs and Sustainability ANZ playing with children at Baby Hub.

Bottom image:

Lucy Jackson, Manager Sustainability Communications ANZ learning to make damper from Helen Guyupul at the beach on Galiwin'ku.



Kimberly-Clark Australia RAP contacts

Annelise Tregoning

Title: Director of Communications, Government Affairs and Sustainability ANZ

Phone: 0415 178 442

Email: Annelise.tregoning@kcc.com

Lucy Jackson

Title: Sustainability and Communications Manager

Email: Lucy.Jackson@kcc.com

Art by Gavin Wanganeen
Designed by  BALARINJI

