



Leadership Message

Our Business

Our Strategy

Better Lives

Smallest Footprint

Doing the Right Thing

- The Decisive Decade
- Our Value Chain
- Creating Shared Value
- Focusing on the Essentials
- Converting Words to Action
- Our Aspirations and Goals

Our Strategy for the Decisive Decade



Kimberly-Clark switched on one of Singapore's largest solar energy installations at its manufacturing facility in Tuas. Mr. Masagos Zulkifli, Singapore's Minister for the Environment and Water Resources, was the guest of honor at a ceremony to inaugurate the solar roof.



Decisive Action for the Decisive Decade

In 2016, Kimberly-Clark established our Sustainability 2022 goals, which focused on improving the well-being of underrepresented and vulnerable communities while reducing waste, greenhouse gas emissions and forest impacts associated with the manufacture of our products. As this report shows, we are making significant progress. To date, we have helped improve the lives of 17 million people through programs such as Toilets Change Lives and the Kotex "Period or Not, She Can" promise. We have reduced our GHG emissions by 34% and decreased our use of natural forest fiber by 31%.

These are important achievements; however, much has changed in the world since 2016. Science has highlighted the potential impacts and rapid acceleration of the twin climate and biodiversity crises, leading many to dub the 2020s "the decisive decade" – our last chance to avoid the worst consequences of environmental degradation. It is also clearer than ever that we cannot effectively and equitably address these environmental challenges if we don't also tackle poverty and inequality and build access to education, health care and sanitation. We can't wait. We must think bigger, move faster

and change things for the better, starting now.

That's why, as we look further ahead to 2030, we have reevaluated our Sustainability 2022 goals. Refreshing our [materiality assessment](#) helped us to understand how the operating environment around the world has shifted and sharpen our focus on areas where we can make the greatest difference.

With our refined strategy, we challenged ourselves to reset our ambition level to drive action that we believe is proportionate to the challenges and opportunities that lie ahead.

Kimberly-Clark's new commitment is to improve the lives and well-being of one billion people in underserved communities around the world, with the smallest environmental footprint.

By 2030 we will:



Advance the well-being of **1 billion people**



Reduce our plastics footprint by **50%**



Reduce our Natural (Northern) Forest Fiber footprint by **50% (by 2025)**



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



Reduce our water footprint in water-stressed areas by **50%**

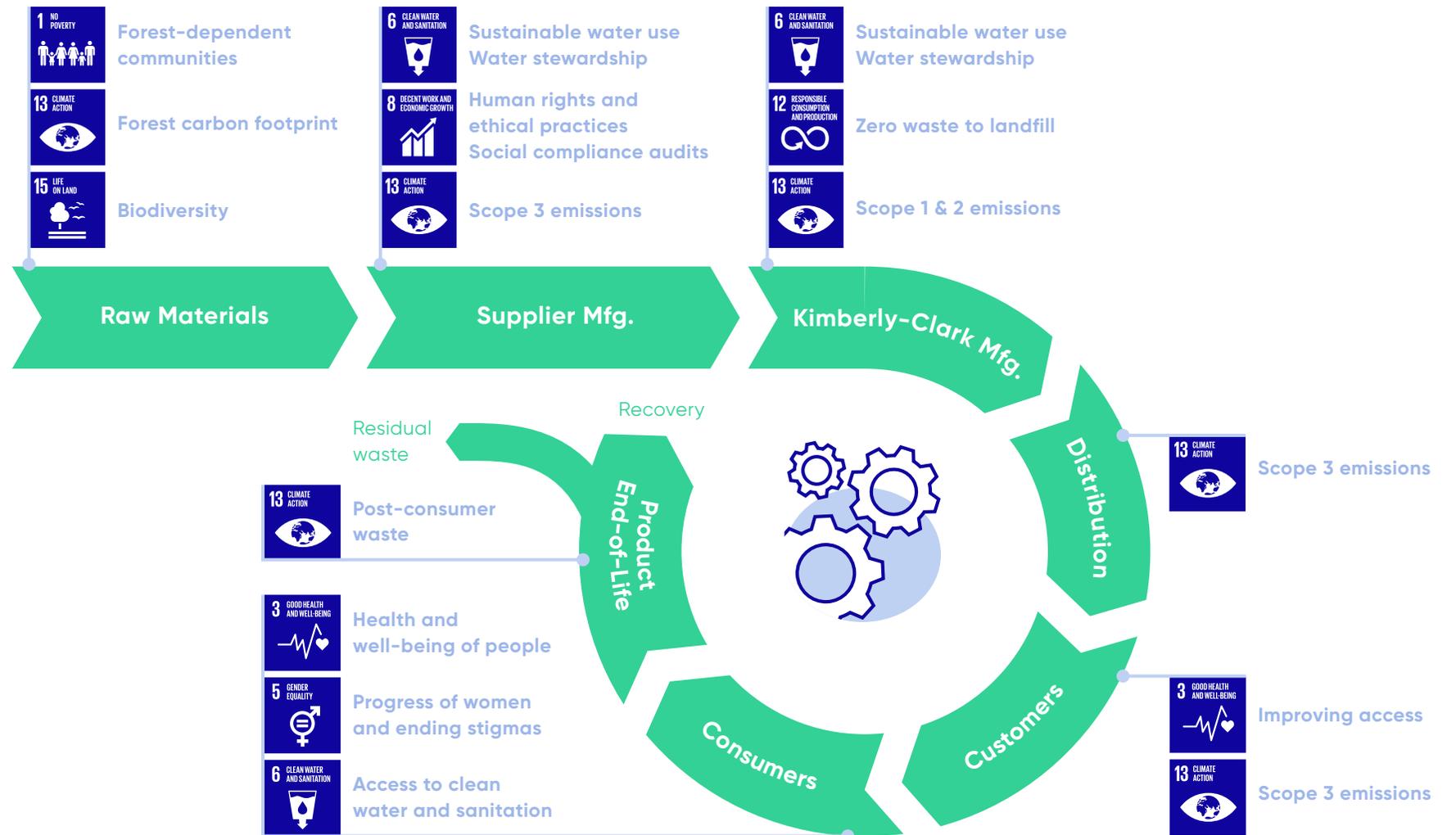


Making a Difference in Our Value Chain

Our direct environmental and social impacts are only a part of the full life cycle impacts of our products.

We have considered the United Nations Sustainable Development Goals (SDGs) against our value chain to better understand risks and opportunities and drive positive change.

That is why our strategy is focused on addressing key sustainability impacts and opportunities throughout our value chain.





Creating Shared Value to Solve Global Challenges



An important lesson from our programs over the last decade is that we can only have the scale of positive impact we now seek when we align our commercial plans with what the world really needs. So, sustainability is not a brake on our business – in fact quite the opposite – and our new strategy puts our brand and innovation teams to work to create shared value by solving global challenges. The United Nations' Sustainable Development Goals are now accepted as the best shared definition of what needs to be done over the next decade, and we have aligned our own goals with that framework.

We believe we can make meaningful contributions to gender equality, clean water and sanitation, climate action and responsible consumption and production.



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Focusing on the Essentials

Kimberly-Clark Brands at the Leading Edge of Social Impact

Kimberly-Clark delivers essentials for a better life to one quarter of the world's population every day, yet millions around the world still lack basic products and services that could dramatically improve their quality of life – either because they can't access or afford them, or because of associated social stigmas. Meeting these societal needs is a moral imperative. We make lives better when we break down barriers and create opportunities with our purpose-driven brands and products.

Between 2015 and 2019 we reached 17 million people through our social impact program, so our new goal - advancing the well-being of 1 billion people in underserved communities by 2030 – is certainly ambitious.

Our work to achieve it has three elements:

- 1 Caring for the health and well-being of people at all stages of life.**
- 2 Challenging stigmas and championing the progress of women everywhere.**
- 3 Championing a world where all enjoy access to clean water and sanitation.**





Safeguarding Natural Systems

Our commitment to reach a billion people relies on growth in our business, but it's vital that growth doesn't come at the expense of the environment.

To achieve the smallest footprint – and start to rebuild the natural systems we all depend on – we must focus our efforts and raise our ambition level in the impact areas our stakeholders and the latest science tell us to prioritize. In some cases, this means shifting the emphasis – for example from waste reduction to circular solutions, or from minimizing water use to water stewardship in communities facing the greatest risk.

The priority environmental topics that form the backbone of our 2030 strategy are:

Plastics Footprint

Reducing our use of new fossil fuel-based plastic, while enabling circular systems to recover the materials in our products and packaging.

Forest Footprint

Reducing our products' forest carbon footprint, while protecting forest biodiversity and supporting forest-dependent communities.

Carbon Footprint

Reducing greenhouse gas (GHG) emissions along our value chain, in line with climate science.

Water Footprint

Building resilience to water risk at our facilities and in our communities.





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Doing the Right Thing

Our continued commitment to doing the right thing underpins our social impact and smallest footprint ambitions.

Making lives better begins with ensuring the health and safety of our customers, consumers, and employees, promoting diversity and inclusion within our business, and protecting the rights of workers across our supply chain.

Ingredients and transparency are important parts of our 2030 sustainability strategy. As part of our efforts we strive to use the safest ingredients (as defined by a science-based approach to product safety) and provide open and transparent details about those ingredients.





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Converting Words to Action

We implement our strategy by further integrating sustainability objectives into our business and capital planning processes; aligning the priorities of our supply chain, brand and innovation teams; and establishing meaningful performance indicators.

Our sustainability program and function are led by Lisa Morden, Vice President of Safety, Sustainability, and Occupational Health. Her team of global program leaders works at the global, regional and local levels to drive actions, address gaps and fuel progress toward our long-term goals and ambitions. Two additional groups support, oversee and guide our sustainability efforts: our Sustainability Steering Committee, comprised of top Kimberly-Clark leaders, and our Sustainability Advisory Board of prominent external thought leaders.



It's great to see Kimberly-Clark setting such an ambitious new social goal to 2030. There is also no doubt that we have entered a decade where action on climate change, biodiversity, resources and protecting the natural environment will be critical if we hope to survive and thrive through the next century and beyond. The current COVID-19 crisis is proving again that we need a just transition to a more sustainable future, so it's exciting to see such strong focus in these pages on human well-being, from a business with so many touchpoints to health. Achieving such goals while rebuilding natural systems will not be easy, but Kimberly-Clark has a strong track record on keeping its promises. I look forward to tracking their progress.

Sally Uren

Chief Executive, Forum for the Future
Kimberly-Clark Sustainability Advisory Board member





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Strategic Focus	Our 2030 Aspiration	Our Goals	Target Year			SDG Focus
			2022	2025	2030	
BETTER LIVES						
 Social Impact	Make lives better through purpose-driven brands.	Advance the well-being of 1 billion people through innovation and programs that deliver essentials to underserved ¹ communities.				
SMALLEST ENVIRONMENTAL FOOTPRINT						
 Plastics Footprint	Reduce our plastics footprint by 50% through delivery of solutions that use more renewable materials and can be regenerated after use.	<p>50% reduction in the use of new, fossil fuel-based plastics.</p> <hr/> <p>75% of the material in our products will be either biodegradable or will be recovered and recycled.</p> <hr/> <p>100% of our packaging will be reusable, recyclable or compostable.</p> <hr/> <p>20% average recycled content across plastic packaging.</p> <hr/> <p>100% of our manufacturing waste will be diverted from landfill to beneficial uses.</p>		 	 	

1. We identify "underserved" populations based on (1) inability to pay for existing products, (2) inadequate distribution; (3) under-developed wastemanagement infrastructure; or (4) other disparities such as lack of education, social stigmas, etc.



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Strategic Focus	Our 2030 Aspiration	Our Goals	Target Year			SDG Focus
			2022	2025	2030	
 Forest Footprint	Reduce our natural forest footprint by 50% while unlocking the power of the world's forests to help solve the climate and biodiversity crises.	<p>Reduce our Natural (Northern) Forest Fiber² footprint by 50% from a 2011 base year.</p> <p>Source 90% of our tissue fiber from Environmentally Preferred Fiber (EPF) sources.</p> <p>In the near future, set a science-based goal to reduce Scope 3 land-use emissions by 2030.</p>		 		
 Carbon Footprint	Do our part in the fight against climate change by minimizing the carbon footprint of our products and brands and reducing our direct emissions by 50% and value chain emissions by 20%.	<p>Reduce absolute Scope 1 and 2 GHG emissions by 50% over a 2015 base year.</p> <p>Reduce absolute Scope 3³ GHG emissions by 20% from a 2015 base year.</p>			 	
 Water Footprint	Reduce our water footprint by 50% in water-stressed regions by creating significant improvements in our supply chain and the surrounding communities, ensuring ongoing access to fresh water for all.	<p>Achieve sustainable water use at 100% of our sites in water-stressed regions.</p> <p>Create positive and measurable watershed impact in 30 watersheds/water basins.</p> <p>Achieve responsible and efficient water use at all Kimberly-Clark manufacturing facilities.</p> <p>Collaborate with key supplier partners to amplify our impact in water-stressed regions around the world.</p>			   	

2. Natural forests are composed of native species that self-regenerate and contain key elements of native ecosystems such as wildlife and biological diversity. To us, this primarily includes boreal fibers known as Northern Bleached Softwood Kraft (NBSK).

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