

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."