

UK Gender Pay Gap Report

April 2023
(based on April 2022 data)



Pursuing our purpose isn't easy but it's hard to imagine a responsibility that comes with more reward.

"One in four people worldwide count on us to make their lives better every day. That's an inspiring privilege and an important responsibility. Our Purpose is calling us to perform. Better Care for a Better World can't wait!"

Kimberly-Clark
CEO Michael Hsu



Welcome to our 2023 gender pay report

Thank you for taking the time to read the Gender Pay Gap Report for Kimberly-Clark in the UK. The report remains as significant today as it was when first launched in 2018.

Across our UK workforce, we've have seen a 3.67% decrease in our mean gender pay gap* however seen a 3.15% increase in our median gender pay gap, compared with 2020 and 0.6% increase versus prior year.

Whilst K-C trends ahead of the UK gender pay gap, we recognise that we have more to do.

Our commitment remains on **amplifying the voices of women** across our UK organisation, **inspiring and supporting them** to have fulfilling careers at K-C where their **ambitions can be realised**, and removing **barriers**. We know that this takes decisive action, and a relentless focus.

K-C is fully committed to making this happen.

A key part of this will be continuing with **targeted interventions to ensure equity for like positions and experience**, our commitment to elevating our women on **succession plans for leadership positions and providing as much targeted support opportunities** for women to develop and thrive across the UK organisation such as the She Can Thrive Global Mentoring Programme.

We also remain committed to **inspiring and supporting our women leaders of the future**, and I'm delighted that our partnership with **Innovate Her** has continued to go from strength to strength, and we will continue to invest in this. It's fantastic to see the awards won this year by our emerging female apprentice talent in the report.

We know that the barriers women face in the workplace can be lifted through **creating a culture that is truly inclusive, establishing a sense of belonging**, and critically, challenging **unconscious bias** at all levels of the organisation.

At K-C, our ambition is a culture **where women and the systematic challenges** they face are known, heard and acted upon. I'm pleased that this year, the UK team have spoken openly about the challenges that women face when experiencing the menopause or peri-menopause, and as a result, **we have adapted our UK wide Menopause policy, with training and helpful materials.**

K-C values for over 150 years, centre around **accountability, authenticity, innovation and care**. We continue to hold these values at the core of what we do, particularly around proactively challenging the gender pay gap.

As HR Director for the UK & Ireland I remain **wholeheartedly** focussed in progressing our ambition to close the gender pay gap.

Rebecca Watson
HR Director – UK & Ireland
Kimberly-Clark Ltd





Our continuing inclusion and diversity journey

Why our values and ways of work matter



At the end of 2021 we launched our new **Global Culture Compass** to focus on a Performance led, Purpose driven culture with changes to our Purpose, Values and Ways of Working for Better Care for a Better World. The identity (ID) of our each and every one of our employees makes us who we are and makes our global company of over 40,000-plus employees stronger because of it. We are in the business of providing essentials for a better life, for everyone, everywhere.

At Kimberly-Clark, treating individuals with respect is the way we do business and the way we lead our industry and our world. We're building an organization that looks and thinks like our customers around the world and searching for talented people with different perspectives and varied backgrounds. People like you.

Declaration

We confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

Kelly Tiloo
Vice President and CFO EMEA

Our Purpose

Better Care for a Better World

Our Values

We Care

We care for our people, our communities and everyone we serve, and we value our differences.

We Own

We are responsible for our decisions and accountable for our results.

We Act

We have a bias for action, and do what's right for our people, our business and our world.

Our Ways of Working

Focus on Consumers

We keep the needs of customers and consumers at the center of our work.

Move Fast

We turn decisions into action, remove barriers and seek progress over perfection.

Play to Win

We aim high, measure our results and live our values because winning with integrity matters

Grow Our People

We champion inclusion and encourage our people to ideate, innovate and contribute to their growth.

Our Culture

Purpose Led, Performance Driven





Introduction

What is gender pay gap reporting? Why is important to K-C?

What is gender pay reporting?

Gender pay reporting legislation requires employers with 250 or more employees to publish statutory calculations each year.

As required by government regulation, the company's two main UK employing entities with over 250 employees are detailed in this report. In addition, we have also included data for Kimberly-Clark's total UK workforce.

Gender pay reporting is different to equal pay reporting.

Equal pay is about the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay employees unequally because of their gender.

The gender pay gap shows the difference in the average pay and bonuses between all men and all women across an employer.

Definitions of the mean and median pay gap, as well explanations of the percentages, bonuses and pay quartile data can be found in the Appendix on page 8.

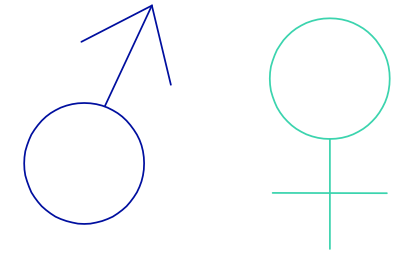
Gender pay reporting – Inclusion and Diversity in disruptive times

Events in 2022 meant that everyone at Kimberly-Clark had to continue to adapt in uncertain and unprecedented times.

We recognized that priorities were changing, and ways of working were evolving, and whilst striving to maintain our Inclusion and Diversity plans, they also needed to reflect the disruption that all our employees were facing.

As we've continued on our Inclusion and Diversity journey we've participated in a Global initiative to raise awareness about how we Care, Own and Act. We've looked at our Ways of Working around virtual ways of interacting, and with more employees than ever working from home we've proven our agility.

In our manufacturing operations we successfully maintained safety protocols to protect our employees on site to continue to serve our customer and consumer needs.



Introduction

Key terms used in the report



Mean Pay Gap

The mean pay gap is the difference in the average hourly pay for female employees compared to that of male employees in an organisation.

Median Pay Gap

Median represents the middle point of a population. If you separately lined up all the women and men in a company, the median pay gap is the difference between the hourly pay rate for the 'middle woman' compared to that of the 'middle man'.

The Percentages – Positive versus Negative

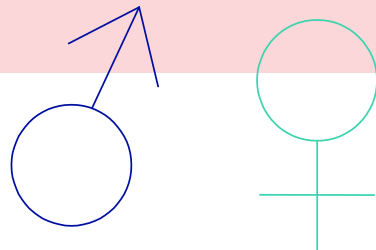
**A positive percentage represents female employees having lower pay or bonuses than male employees. A negative percentage represents female employees having higher pay or bonuses than male employees. Therefore, a lower positive percentage shows a smaller differential.

Proportion of males and females receiving a bonus

The percentage of the total male and female employee populations who were paid any amount of bonus pay.

Proportion of males and females in each pay quartile

Quartiles represent the pay rates from the lowest to the highest, split into four equal sized groups, with the percentage of male and female employees in each quartile.





UK Gender pay gap results

Total UK Company View – April 2022

Kimberly-Clark UK is made up of three employing entities: Kimberly-Clark Limited, Kimberly-Clark Europe Limited and Kimberly-Clark European Services Limited, employing a total of approximately 1384 employees.

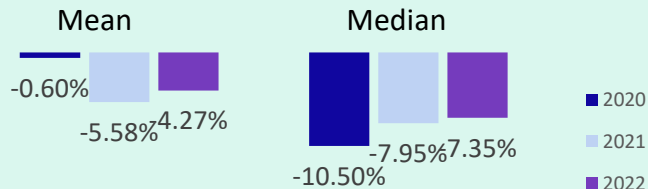
These total UK results reflect a demographic where **29.5%** of the total population is female, which demonstrates a decrease of 9.7% of females occupying roles in comparison to last year. Our results are largely influenced by our large male population working in manufacturing roles, across our three industrial sites.

There is however a closer gender balance in corporate positions, populated by 45.1% female employees.

Mean Pay Gap

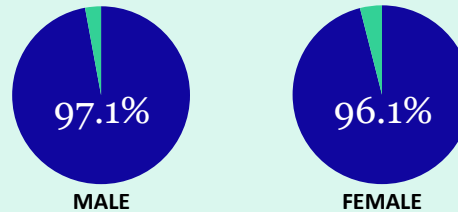
There are differing compensation policies between our manufacturing and corporate employees; with many manufacturing roles receiving shift pay and being eligible for overtime (which is not recorded in gender pay reporting). For corporate roles, the Company has pay for performance initiatives via merit and bonus policies.

This influences our results due to the large population – i.e., 53.7%, of all male employees fill manufacturing roles.



Proportion of employees receiving a bonus

All Kimberly-Clark UK employees are eligible for a bonus under one of our four plans. Bonus payments are made in March 2022 for the performance year January 1st 2021 – 31st December 2021. Employees who did not receive a bonus joined post March 2022. (24 employees, 54% Female, 46% Male)

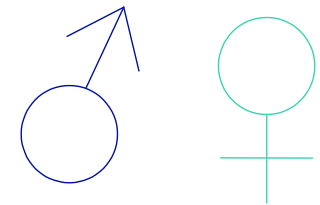


Bonus Pay Gap

The bonus pay gap is as a result of over half of our male employees working in manufacturing operational roles, where bonus payments typically make up a smaller part of overall remuneration. Across the UK market, female employees have higher pay or bonuses than males.

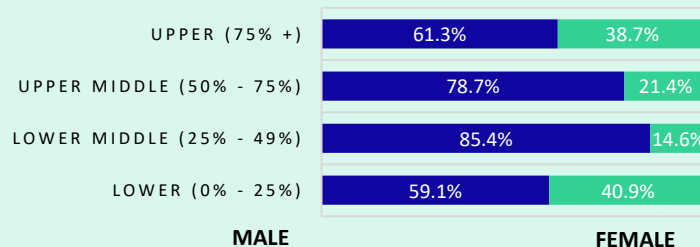
	Mean	Median
Gender Bonus Gap	-47.8%**	-185.7%**

This data represents our April 2022 results



**A positive percentage represents female employees having lower pay or bonuses than male employees. A negative percentage represents female employees having higher pay or bonuses than male employees.

Proportion of employees in each pay quartile



UK Gender pay gap results

By employing entity in the UK – April 2022



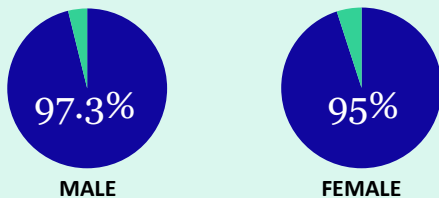
Kimberly-Clark Limited

Employer of our UK specific operations, including roles in manufacturing, commercial and UK support functions

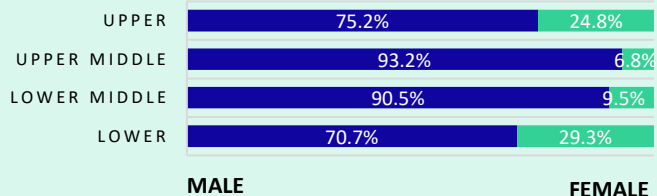
Mean and Median Pay and Bonus Figures

	Mean	Median
Gender Pay Gap	-4.0%	7.2%
Gender Bonus Gap	-61.4%**	-91.6%**

Proportion of employees receiving a bonus



Proportion of employees in each pay quartile



Kimberly-Clark Ltd

KCL is our largest employing entity with 61.6% of this population working in manufacturing roles.

An influencing factor of changes between years is that we started to directly employ a population of apprentices within our manufacturing sites from end of 2018, making this the fourth year they are counted in the data and the population has increased.

However within corporate roles only we still have a higher proportion of female employees in support and professional roles than the management and executive roles, in comparison to the male population.

The mean and median bonus pay gap is a result of 94.2% of the males in this population being in manufacturing operational roles, where bonus payments typically make up a smaller part of overall remuneration, in comparison to 5.8% of the female population in manufacturing roles.

Kimberly-Clark Europe Limited

Employer of our EMEA functions based in the UK, which are mostly office based

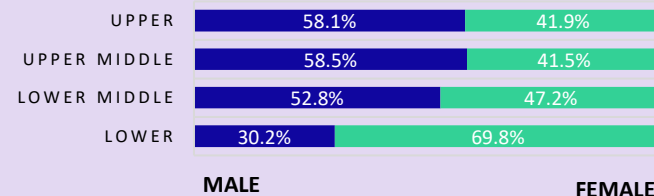
Mean and Median Pay and Bonus Figures

	Mean	Median
Gender Pay Gap	20.6%	18.9%
Gender Bonus Gap	20.0%	26.1%

Proportion of employees receiving a bonus



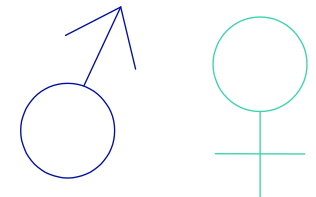
Proportion of employees in each pay quartile



Kimberly-Clark Europe Ltd

KCEL is a smaller population of 31.2% of the total KC UK employees. As this is our European headquarters a higher proportion of senior roles are within this entity.

The pay gap is a result of a higher proportion of the male employees in comparison to female employees, in executive and senior and middle management roles which attract higher pay, additional pay benefits such as car allowance, and higher bonus payments. And relatively a high number of female employees represented in the lower quartile.



**A positive percentage represents female employees having lower pay or bonuses than male employees. A negative percentage represents female employees having higher pay or bonuses than male employees.

Strengthening our focus on inclusion

Our Inclusion Stepping stones



INCLUSION Stepping Stones

How do we put this 'Toolkit' into practice?

Everyone is accountable....

- for our own actions
- and for not holding others to account

WHAT YOU ARE ACCOUNTABLE FOR?

How you show up for others?

How you show up for yourself?

ENGAGE

- Make time to try and understand people around you. Their strengths and their development areas.

- Have courage to tell people what you are good at and of your experiences.
- And where you need support/help.

EXPLAIN

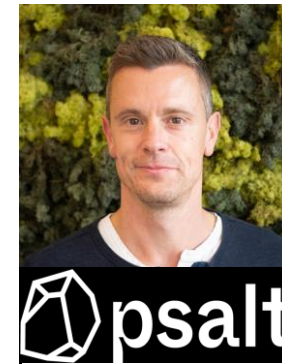
- Make time to help people understand where we are starting from.
- Make time to explain why a decision was made.

- Have courage to seek clarity of what people are talking about or why decisions have been made.

EVALUATE

- Make time to allow people to ask questions,
- Do not judge people for the ideas they bring, just because it hasn't been done before.
- Make time to listen.

- Have courage to challenge, ask questions and make sure you are heard.



psalt
Bring your difference



UK Town Hall – Spotlight on Inclusion

We recognise that everyone at K-C has an accountability in making the workplace more inclusive. In our June UK Townhall alongside our inclusion partner **Psalt**. Psalt have worked with both large FMCG companies that are wanting to step-change their commitment to inclusion.

At our Town Hall, we invited guest speaker **Gareth Fendick** to speak and educate the team on the importance of inclusion, as well as launch our stepping stones tool – a simple and digestible tool that helps us to be more inclusive in every day interactions.

What do we expect of our UK employees when using the stepping stones?

- **Role model these behaviours** – at all levels of the organisation
- Tell stories of **great examples** of them being applied and the impact that it has created
- Be an **advocate for them** in our K-C processes; e.g., brand planning, customer meetings, routine team meetings, so people can see the application across many different interactions
- **Set time aside for the team** at a start or end of routine meetings or key workshops to provoke conversation
- **In your development plan** – have you played your part in creating inclusive teams, project teams and meetings?

Investing in Leadership to drive the IED Agenda

Inclusion continues to be a focus both globally and also for the EMEA region. K-C continues to invest in the resource, skills and capabilities to drive our IED plans forward.

We're delighted that a new role has been created for an **Associate Director, IED in EMEA** reporting into Kimberly-Clark's Global VP of Inclusion, Equity and Diversity.



Amplifying voices

WIN Network Menopause Matters Event

The menopause conversation **remains an active and high profile topic in the UK**. We know that women who are experiencing the menopause or peri-menopause can sometimes feel that they are misunderstood, and symptoms go under the radar. We're committed at K-C to ending the stigma. Not only that, we remain focussed on supporting our women employees in their menstruation journey. In May, the UK hosted a EMEA WIN Event where our colleagues talked openly about their experiences and how we can support women who are going through menopause/perimenopause.

[WIN newsletter – Q1](#)
[WIN newsletter – Q2](#)



100
Participants

Menopause
Circle's
Launch

Updated
Menopause
Policy &
Training
Launched in
September

MENOPAUSE MATTERS

PANEL EVENT & DISCUSSION GROUP

Kimtech/Kleenguard

TUESDAY
16TH MAY
12-1pm

Lets get talking!



Joanne Robinson



Tom Waiting

Join us for a panel event discussing the impact of the menopause, the signs and symptoms and how it can affect those closest to you.



Ruth Clinkscales

Our panellists will share their own experiences and shine a light on a topic impacting the lives of so many.

DID YOU KNOW?

1 in 10 women leave work due to their menopausal symptoms

Over 50% of women in the UK are in the menopause transition

98% want to see menopause normalised in the workplace

After the panel event we will be hosting a **Discussion Group** for those who wish to share their own experiences and connect with others.

Street 2-3, Floor 2

1-2pm



Lunch provided!

Key Note speech from **Maria Purcell**
VP, international advertising, Insider Inc

Followed by a panel discussion with **Lucy Fortsch** **Celine Gauche** **Caroline Stanley**

Lucy Fortsch - HR Director – Global HR Chief of staff
Celine Gauche - Project Leader – Design control team
Caroline Stanley - KCP EMEA Marketing Director

125 Participants International Women's Day #EmbraceEquity



Investing in female talent of the future

She Can THRIVE and Apprentice accolades

UK Female Apprentices Recognised

We remain committed through our UK-wide apprentice programmes to harness and inspire female talent to achieve fantastic things in their early careers with K-C.

We are delighted that our apprentices across all our UK Mill sites, have been nationally recognised for their fantastic contributions to Kimberly-Clark and acknowledged for their contributions to UK industry.

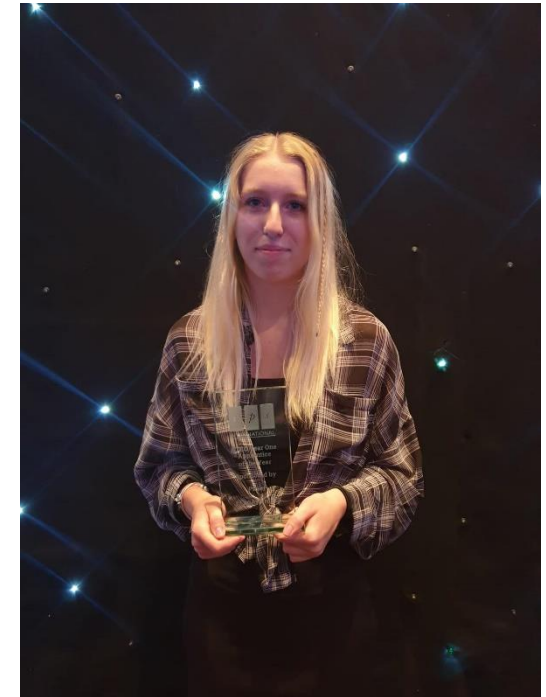
Our first year Engineering Apprentice, **Millie Hales**, from our Northfleet Mill, was awarded at IPS International's Engineering awards ceremony the accolade of BTEC Year One Apprentice of the Year. This was in recognition of Millie's exceptional dedication and overall attitude towards her studies and consistently achieving top marks throughout her first year.

Earlier this year, our Barrow Apprentices were invited to the Gen2 Head Office as part of National Apprentice Week, for the Grand Final of their apprentice projects. **Martha Andrews** and **Kaitlyn Houston** were awarded 1st prize in the Engineering Category.

She can THRIVE – K-C's Global Mentoring Programme

Aimed at fostering women's professional development, this initiative will greatly benefit our global K-C organisation, including the UK. This launched in 2022.

The Global Mentoring Program aims to create meaningful connections between mentors and mentees from different departments, functions, and locations. By leveraging the wealth of expertise and experiences within K-C worldwide, we can create a collaborative and supportive environment, where individuals can learn from one another, gain new perspectives, and broaden their horizons.





Investing in female talent of the future

InnovateHer x Kimberly-Clark

We're now almost a year into our partnership with InnovateHer. A multi-year (4) partnership, inspiring girls and non-binary students from Year 8 to Year 11 (aged 12-16) through various school activities via the InnovateHer platform, with the end goal being that they go on to apply to Kimberly-Clark early talent programmes.

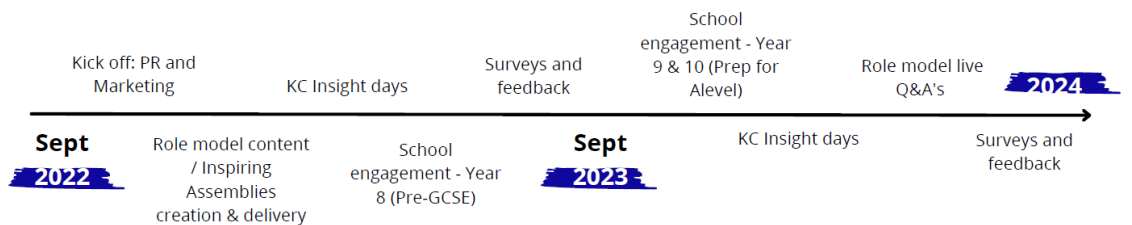
Our K-C Manufacturing teams have been supporting activities throughout the year, presenting inspiring assemblies to partnership schools, delivering role model talks and being allies in the journey to encourage females to consider STEM careers!



*InnovateHer prioritise students in lower-income areas. They're also committed to supporting schools with higher ethnic minority communities. They gather data by assessing free school meals and optional diversity surveys. 37% of InnovateHer students have free school meals.

Our collaboration with Innovate Her aims to:

- To inspire **girls and non-binary students** aged 12-16 to consider careers in STEM by delivering them free virtual events and digital skills programmes, via the InnovateHer platform.
- To prioritise students in the **local catchment** areas of Kimberly-Clark's 3 sites and focus on schools with lower social mobility/underprivileged backgrounds*.
- To increase aspirations and confidence in students by **showcasing diverse role models** currently working at Kimberly-Clark, across a broad spectrum of careers.
- To **raise awareness of careers at Kimberly-Clark** within InnovateHer's wider network, through marketing campaigns showcasing the work Kimberly-Clark is doing around Diversity and Inclusion, outreach and community.
- To **monitor impact** and track students into the workplace over multiple years, working with a handful of schools.



See our global website for more information on our approach to diversity:

<https://www.kimberly-clark.com/en/responsibility/diversity-and-inclusion>

