



## PRIORITY TOPIC: WASTE & RECYCLING

# THINKING DIFFERENTLY TO FIND VALUE IN WASTE.

**We understand the value of materials in our product categories and seek secondary, beneficial uses of these materials from source to shelf – and beyond.**

Our program focuses on:

- Utilizing materials efficiently in product design and manufacturing.
- Diverting manufacturing and post-consumer waste from low value outlets (landfill) to higher value, beneficial uses.
- Improving consumer education related to disposal options.
- Finding innovative ways to enable value networks that are mutually beneficial to us and our partners.

### 2022 GOAL(S)

**EXTEND OUR  
ZERO WASTE  
MINDSET ACROSS THE VALUE CHAIN  
AND DELIVER INNOVATION TO HELP  
KEEP PRODUCT AND PACKAGING  
MATERIAL OUT OF LANDFILLS.**

### HOW IMPACT IS ACHIEVED AND MEASURED

- Adopt cradle-to-cradle design principles and drive net basis weight reduction and material innovation.
- Seek to increase our net recycling value in our operations by 10% every year while avoiding landfilling of manufacturing waste.
- Identify and deploy solutions that avoid and/or divert 150,000 MT of finished product and packaging from being landfilled after use.

*(Note that in 2016 our manufacturing waste program was expanded to include all wastes and recyclable materials generated at both manufacturing and non-manufacturing facilities and the disposition of those materials on a monthly basis).*



## TURNING LINES INTO CIRCLES

Our Waste & Recycling strategy emphasizes innovation to design products and packaging with smarter materials, make them more efficiently and find a second life for them after use. In Brazil, our teams came together to think about how we could find more value from waste by focusing on materials already being diverted from landfills to recyclers and waste-to-energy facilities.

 [Read more](#) about this innovative program

## INFORMING CONSUMERS

We partnered with the RED Group to start **REDCycle** in Australia and New Zealand. Now, more than 500 drop-off points across the two countries collect these materials and convert it into useful products like outdoor park benches and playground equipment.

 [Read more](#) about this program and others around the world



### 2016 PROGRESS

We expanded our waste program from our operations to include boiler ash, de-inking trasher rejects, and construction and demolition debris. Under this new definition, we achieved our 2016 target of diverting 95% of our manufacturing waste from landfill.



We fell short of our post-consumer waste target of 10,000 MT in 2016, primarily due to the difficult challenges associated with sustaining and scaling-up targeted programs, but still diverted more than 5,000 MT of used product and packaging from landfill.

**PRIORITY TOPIC:**  
**WASTE & RECYCLING (CONTINUED)**



**NON-HAZARDOUS MANUFACTURING WASTE  
(% OF TOTAL NON-HAZARDOUS WASTE)<sup>1</sup>**

	2010	2011	2012	2013	2014	2015	2016 <sup>2</sup>
Landfilled	19.1%	24.5%	22.0%	19.2%	16.2%	7.6%	<b>5.6%</b>
Recycled	18.5%	17.6%	20.2%	19.6%	18.3%	20.3%	<b>20.6%</b>
Alternative daily cover, mine reclamation and liquid solidification	24.1%	22.5%	25.9%	29.2%	34.1%	40.0%	<b>52.0%</b>
Converted to energy	20.3%	20.4%	12.4%	12.2%	12.2%	12.7%	<b>14.4%</b>
Reused	12.1%	13.3%	17.8%	18.1%	17.2%	16.7%	<b>5.0%</b>
Composted	5.0%	1.1%	0.9%	0.9%	1.2%	2.0%	<b>1.6%</b>
Incineration without heat recover	0.8%	0.5%	0.9%	0.8%	0.7%	0.7%	<b>0.8%</b>
Other <sup>3</sup>	N/A	N/A	N/A	N/A	N/A	N/A	<b>0.2%</b>
<b>Total non-hazardous waste (million MT)</b>	<b>1.37</b>	<b>1.29</b>	<b>1.33</b>	<b>1.28</b>	<b>1.25</b>	<b>1.15</b>	<b>1.23</b>

(1) At Kimberly-Clark, all waste data is collected by mass except a portion of liquid waste which is collected by volume in liters with a conversion factor of 1 liter = 1 kilogram.

(2) In 2016, our manufacturing waste program was expanded referencing the UL Environment Zero Waste to Landfill standard to include all wastes and recyclable materials generated at both manufacturing and non-manufacturing facilities and the disposition of those materials. Our non-hazardous manufacturing waste data was updated per our annual review process.

(3) Other includes miscellaneous, alternative disposal methods and was separated out for reporting from Reuse in 2016.

**HAZARDOUS MANUFACTURING WASTE  
(% OF TOTAL HAZARDOUS WASTE)<sup>1</sup>**

	2010	2011	2012	2013	2014	2015	2016 <sup>2</sup>
Biological treatment	0.8%	0.0%	0.1%	0.0%	0.1%	0.3%	<b>0.7%</b>
Recycled	50.2%	46.2%	13.8%	12.9%	12.3%	22.6%	<b>19.9%</b>
Incineration without heat recovery	25.6%	26.2%	14.3%	28.1%	38.0%	36.3%	<b>29.4%</b>
Chemical treatment	15.8%	15.2%	44.1%	36.5%	36.7%	26.6%	<b>25.3%</b>
Surface impoundment	0.0%	7.8%	10.2%	0.0%	0.0%	0.0%	<b>0.0%</b>
Thermal treatment	5.0%	1.4%	3.7%	7.9%	2.0%	0.6%	<b>0.1%</b>
Permanent storage	0.0%	0.0%	1.7%	0.7%	0.4%	0.5%	<b>0.3%</b>
Landfilled	1.8%	0.6%	2.9%	3.2%	4.4%	6.8%	<b>10.7%</b>
Blended fuel	0.8%	2.5%	9.2%	10.7%	6.1%	6.3%	<b>10.8%</b>
Deep well injection	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>
Mandated Waste	N/A	N/A	N/A	N/A	N/A	N/A	<b>2.3%</b>
<b>Total hazardous waste (kg)</b>	<b>226,701</b>	<b>233,019</b>	<b>538,047</b>	<b>771,590</b>	<b>869,266</b>	<b>1,326,463</b>	<b>1,019,980</b>

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**PRIORITY TOPIC:  
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**3,405MT**  
WASTE DIVERSION –  
POST-CONSUMER WASTE SOLUTIONS



**1,850MT**  
WASTE AVOIDANCE –  
DESIGN TO REDUCE

**= 5,254MT**  
TOTAL FINISHED PRODUCT AND  
PACKAGING WASTE DIVERTED  
FROM LANDFILL

**INFORMING CONSUMERS**

The [How2Recycle](#) label provides simple, consistent recycling instructions for packaging materials helping to reduce confusion with consumers, improve the reliability and transparency of recyclability claims, and increase the quantity and quality of recycled materials.

**MANUFACTURING WASTE EFFICIENCY**

	2010	2011	2012	2013	2014	2015	2016
Waste per metric ton of production (MT/MT of production)	0.27	0.27	0.28	0.27	0.25	0.23	<b>0.24</b>

**MATERIALS CONSUMPTION AND PRODUCTION**

	2010	2011	2012	2013	2014	2015	2016
Total production volume (million MT of production)	5.04	4.80	4.71	4.76	4.96	5.06	<b>5.07</b>
<b>Materials used (million MT)</b>							
Virgin fiber	2.56	2.48	2.36	2.40	2.40	2.42	<b>2.39</b>
Recycled fiber	0.97	1.05	0.95	0.96	0.91	0.87	<b>0.73</b>
Polymers	0.74	0.72	0.72	0.69	0.66	0.63	<b>0.63</b>
Packaging	0.52	0.50	0.52	0.52	0.53	0.53	<b>0.55</b>
Adhesives	0.08	0.07	0.08	0.06	0.06	0.07	<b>0.08</b>
Polymer-based components	0.02	0.02	0.02	0.02	0.02	0.03	<b>0.03</b>
Packaging (MT/MT of production)	0.104	0.103	0.103	0.104	0.098	0.098	<b>0.102</b>