Kenvue

Healthy Lives Mission

2025 Sustainability Report











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Message from our CEO, Kirk Perry

Every day our brands play an impactful role in delivering healthier choices – for people and the planet – to so many around the world. Through our Healthy Lives Mission, we work to help people live better every day by advancing positive public health outcomes, enabling more efficient operations, and developing science-based product innovations. Our 2025 Healthy Lives Mission report reflects how we are advancing our sustainability strategy and driving progress toward our goals to strengthen consumer trust, employee pride, and our brands for the long term.

Healthy People

Guided by science and in partnership with trusted partners, we strive to help people lead healthier lives. Through the power of our brands, we leverage Kenvue's scale and science to improve health outcomes in communities around the world. In 2025, partnering with The Skin Cancer Foundation, Neutrogena® brought sun safety education to more than 400,000 students across the U.S. In Latin America, Stayfree® delivered critical menstrual health education by championing the Crecer Libre program, reaching 50,000 students in Argentina in one month. In this report, you'll read about these and many more brand examples impacting communities, globally.



"These achievements would not be possible without our teams, and I thank everyone for their commitment and dedication to advancing consumer health and supporting our communities around the world."

Healthy Planet

A healthy planet and a healthy population are deeply interconnected. Our commitment to helping people live healthier lives extends to how we work to operate more sustainably. We have continued to integrate climate risk across our operations as our understanding of its potential impact on our value chain, sourcing, communities, and employee health continues to grow. Our first Climate Transition Plan, included in this year's report, sets out how we intend to manage climate-related risks and opportunities across our business. This plan also helps to inform operational decision making and further institutionalize how we approach the intersection of a changing climate and our commitment to enabling healthier choices.

Healthy Products

Our commitment to healthy products means earning the trust of consumers through sustained investment in product design and development, and is built on our strong foundation of science, quality and safety. In 2025, we embedded our patent-pending Sustainable Innovation Profiler into our product development process, equipping more than 600 Kenvuers with a tool that brings science and responsible design into product development decisions. Whether it's the reformulated Johnson's® Baby Chamomile-Scent Bar Soap in Latin America – engineered with improved green chemistry – or the introduction of new 100% post-consumer recycled plastic Listerine® bottles across Europe, Middle East and Africa, Asia Pacific, and Latin America, our improvements are the result of disciplined, evidence-based innovation. That means real time data is leading to real time business decisions.

Select 2025 sustainability highlights

Greenhouse gas (GHG) reductions	Reduced Scope 1 and 2 GHG emissions by 41% from a 2020 base year, putting us well on track to meet our 2030 goal of 42% reduction
Renewable electricity	Achieved 76% electricity from renewable sources across global Kenvue operations, keeping us on track to meet our goal of 100% by 2030
Virgin plastics reduction	Reduced total percentage of virgin plastics by 33% from a 2020 base year, exceeding our goal of 25% by 2025
Humanitarian aid	Provided $50.0M of in-kind donations and $3.4M of cash contributions, allowing us to continue to help restore the dignity of everyday care for vulnerable and displaced people around the world

While we celebrate the progress, we also look at the path forward. As we work towards the completion of our pending transaction with Kimberly-Clark, we will continue to deliver everyday care for all, and our brands will continue to help fuel the engine of our Purpose. That means staying relevant and trusted by keeping consumers at the core of our work, innovating to meet their increasingly complex needs, helping to protect the environment, and investing in our employees and communities. That's how we help enable healthier futures for generations to come and realize the extraordinary power of everyday care.



Kirk Perry
Chief Executive Officer

About Kenvue

At Kenvue, we realize the extraordinary power of everyday care.

By combining the power of science with meaningful consumer insights and our digital strategy, we empower consumers to live healthier lives every day. Built on more than a century of heritage and trusted by generations, our differentiated portfolio of iconic brands—including Aveeno®, BAND-AID® Brand, Johnson's®, Listerine®, Neutrogena®, Nicorette®, Tylenol®, and Zyrtec®—is backed by science and recommended by healthcare professionals, which further reinforces our consumers' connections to our brands.

We are over 20,000 dynamic team members, passionate about insights, innovation and impact. We are united by an unwavering courage to see and solve everyday care needs by delivering science-backed, care-forward experiences that are endorsed by healthcare professionals.

With expertise and empathy, we believe in meaningful possibilities for healthier people and a healthier planet. And we're focused on pursuing those beliefs.

Learn more at www.kenvue.com.

Company: year at a glance 2025

22,000
Employees

84%
Employee inclusion index score

27
Owned and operated manufacturing sites

$15.1B
Net sales[1]

>165
Countries where we have a presence

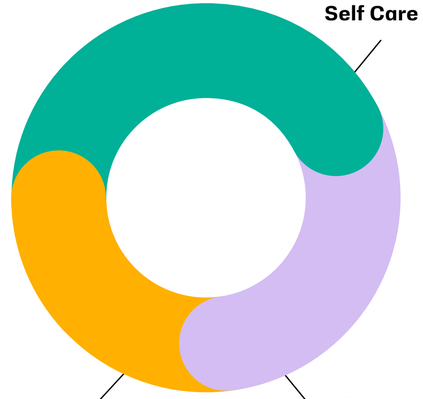
Sales by region

- North America 48%
- Europe, Middle East, and Africa ... 25%
- Asia Pacific 18%
- Latin America 9%

Iconic brands

Aveeno, TYLENOL, ZYRTEC, nicorette, Neutrogena, BAND-AID BRAND ADHESIVE BANDAGES, LISTERINE, Johnson's

Net sales[1] by segment



- **$6.4B** Self Care
- **$4.1B** Skin Health & Beauty
- **$4.6B** Essential Health

[1] Results for the fiscal 12 months ended December 28, 2025, as reported in Kenvue's Annual Report on Form 10-K released on February 20, 2026 across three segments.

Please see page 86 for data definitions and goals & commitments parameters.

About this report

This Healthy Lives Mission 2025 Report outlines our sustainability strategy, goals, and commitments, and details our progress in 2025 related to priority sustainability topics. The data in this report, unless otherwise indicated, relates to the calendar year ending December 31, 2025, and includes information on Kenvue-owned and/or -operated manufacturing facilities, research and development centers, and administrative sites globally, and the products and brands we market. Throughout the report, we guide readers to additional sources of information on our corporate website, along with other external website references which are provided for convenience only. The content on the referenced websites is not incorporated into this report, nor does it constitute a part of this report, and we assume no liability for any third-party content contained on the referenced websites. As used in this report, "Kenvue," the "Company," "we," "us," "our," and similar terms include Kenvue Inc. and its subsidiaries, unless the context indicates otherwise. The goals, commitments and other forward-looking statements in this report, other than the statements regarding the pending transaction with Kimberly-Clark, do not assume the consummation of the pending transaction unless specifically stated otherwise.

Our reporting is guided by key voluntary sustainability reporting frameworks, including the Global Reporting Initiative (GRI) Sustainability Reporting Standards, the Sustainability Accounting Standards Board (SASB) Household and Personal Products Standard, the Task Force on Climate-related Financial Disclosures (TCFD) recommendations, and aspects of the European Sustainability Reporting Standards (ESRS). Independent third-party limited assurance was conducted by Environmental Resources Management Certification Verification Services (ERM CVS) for certain data included in this report. More details can be found in the Independent Limited Assurance Report. This report should be read in conjunction with our most recent Annual Report on Form 10-K, our subsequent Quarterly Reports on Form 10-Q, and other filings made with the Securities and Exchange Commission, which can all be found on the Investor Relations page of our website.



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Cautionary note on forward-looking statements

This Report contains "forward-looking statements" as defined in the Private Securities Litigation Reform Act of 1995, including forward-looking statements related to the Healthy Lives Mission and its related goals and commitments. Forward-looking statements may be identified by the use of words such as "plans," "expects," "may," "will," "anticipates," "estimates," "intends," "goal," "target," "commitment," and other words of similar meaning. The reader is cautioned not to rely on these forward-looking statements. These statements are based on current expectations of future events. If underlying assumptions prove inaccurate or known or unknown risks or uncertainties materialize, actual results could vary materially from the expectations and projections of Kenvue Inc. and its affiliates. A list and descriptions of risks, uncertainties, and other factors can be found in its filings with the Securities and Exchange Commission (SEC), including the Kenvue Annual Report on Form 10-K for the fiscal year ended December 28, 2025, and subsequent Quarterly Reports on Form 10-Q and other filings, available at www.kenvue.com or on request from Kenvue. Kenvue and its affiliates undertake no obligation to update any forward-looking statements, whether as a result of new information, future events or developments or otherwise.



Healthy Lives Mission:

Everyday care in action

At Kenvue, we believe the **foundation of good health begins with the world around us** – from the air we breathe to the products we reach for every day and the communities we live in. As people's health evolves, so does their expectation of how brands like ours can help them in their journey – and responding to these expectations is what drives our approach to innovation and engagement.

We call it our **Healthy Lives Mission:** putting the extraordinary power of everyday care into action through targeted efforts that help improve the health of people and our planet. We work across **product innovation, packaging solutions, public health,** and **environmental stewardship** to identify opportunities to help people live better every day. As a dedicated consumer health company, we are people-centered and science-backed: improving quality of life today while helping to build a healthier, more resilient world for generations to come. That's how we strengthen **consumer trust, employee pride,** and our **business for the long term.**

That's how we deliver **everyday care in action.**

Healthy People

- Public health
- Workforce health, safety, and well-being
- Inclusion
- Human and labor rights

Healthy Planet

- Climate
- Nature
- Waste and water

Healthy Products

- Product quality and consumer safety
- Sustainable innovation
- Packaging solutions

Healthy Lives Mission:

Goals and commitments

Healthy People



- Continue to develop a qualified workforce that enables us to best serve our consumers around the world
- Pay all Kenvuers based on role, experience, market competitiveness, and performance
- Achieve a company-wide Inclusion Index score in the top quartile
- Advance community health and well-being through a culture of caring and encouraging team members' volunteer service
- Help restore the dignity of everyday care for vulnerable and displaced people around the world

Healthy Planet



- Reduce absolute Scope 1 and 2 GHG emissions 42% by 2030 from a 2020 base year
- Commit that 75% of our suppliers by emissions, covering purchased goods and services, and upstream transportation and distribution, will have science-based targets by 2028
- Set long-term net-zero emission targets, informed by the Science Based Targets initiative (SBTi) Corporate Net-Zero Standard
- Use 100% renewable electricity for our operations by 2030
- Maintain 100% Roundtable on Sustainable Palm Oil (RSPO) certification for palm-based ingredients we purchase through a combination of RSPO-certified physical supply chains and RSPO Book and Claim credits
- Purchase at least 75% of volumes from RSPO physical supply chains by 2025 and 100% by 2030
- Commit to zero deforestation and to ensuring the paper-based packaging we purchase directly originates from low-risk sources. Specifically, we aim to achieve 100% certified or verified recycled paper and wood fiber packaging by 2025

Healthy Products



- 75% of new product development, using scientific principles, will have an improved environmental performance by 2030
- 95% recyclable or refillable packaging by 2030
- 25% reduction of virgin plastic in packaging by 2025 from a 2020 base year
- 50% reduction of virgin plastic in packaging by 2030 from a 2020 base year

Delivering our sustainability strategy

Our Healthy Lives Mission has three pillars: healthy people, healthy planet, and healthy products. Within these pillars, we have focus areas, many of which have established goals and commitments to hold us accountable. Strategic leaders on the global sustainability team develop roadmaps and manage risks associated with the focus areas, and track progress on key initiatives. Functional subject matter experts from within the business further support our efforts and plan execution in partnership with the global team.

Integrated sustainability action plans

We have completed several risk and impact assessments in recent years, including:

- Climate scenario risk assessment (2024)
- Waste assessment and total waste management framework (2024)
- Human rights impact assessment (2024)
- Biodiversity impact assessment (2024-2025)
- Water risk assessment (2025)

Each analysis was aligned to our corporate enterprise risk management framework and focused on sites within our company's operating control, as well as key suppliers' operating control for some assessments. These assessments highlighted the interconnectedness between many of the identified potential risks. As a result, going forward we are merging our risk registers for climate, nature, water, and manufacturing effluent, and are identifying waste opportunities to develop integrated sustainability action plans for Kenvue sites. These will add to existing action plans for other potential sustainability risks in the value chain (as possibly pertaining to suppliers, commodities, and materials, etc.). In anticipation of forthcoming regulatory due diligence requirements, we are also incorporating applicable human rights considerations into the plans.

By integrating these topics as part of our Healthy Lives Mission strategy, we aim to build resilience toward risk while supporting the health of ecosystems and communities worldwide.

Sustainability governance

The Kenvue Board of Directors (the Board) is ultimately responsible for oversight of our sustainability impacts, risks, and opportunities, and for ensuring our sustainability priorities and commitments are integrated into the Company's long-term strategy. On an annual basis, the full Board receives an in-depth update on the Company's sustainability strategy. In addition, oversight of our HLM priorities and commitments, as well as reporting, is allocated across all three key Committees of the Board, and after each regularly scheduled Committee meeting, each Committee reports to the full Board with updates on its areas of applicable HLM oversight. After each regularly scheduled Committee meeting, the Committees report to the full Board with updates on their areas of designated sustainability oversight responsibilities. For example, the Nominating, Governance and Sustainability Committee (NGSC) oversees and provides updates to the Board on governance, climate, nature and human rights-related strategies and risks, and the Compensation and Human Capital Committee oversees and provides updates to the Board on human capital management strategies and risks.

Twice a year, our Group Head of Sustainability shares our progress with the NGSC and discusses any significant reports or public statements relating to sustainability matters.

Our cross-functional Healthy Lives Mission Steering Committee, chaired by our Group Head of Sustainability and comprising functional subject matter experts and leaders across our organization, was established in 2023 when Kenvue completed our initial public offering and became a standalone company. The objective of the Healthy Lives Mission Steering Committee was to help us effectively stand up our Healthy Lives Mission strategy, by tracking key initiatives, and reporting our progress regularly to the Kenvue Leadership Team. As we have built our strategy, this governing body has been critical to helping us build momentum and maintain accountability. In 2025, the Healthy Lives Mission Steering Committee met twice before we further evolved our governance to align with our strategic progress.

To ensure sustainability considerations are embedded within the day-to-day operations of our business, we shifted to using existing governance bodies throughout the organization, with oversight on sustainability topics, to drive strategic implementation. These governance bodies include our Enterprise Risk Steering Committee, Integrated Risk Management Council, Human Rights Advisory Council, Kenvue Scientific Committee, and our Operations Leadership Team.



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Determining double materiality

In 2025, we refreshed our enterprise-wide double materiality assessment (DMA), aligned with the Corporate Sustainability Reporting Directive and the draft European Sustainability Reporting Standards. The assessment leveraged input parameters including internal and external stakeholder engagement, as well as primary and secondary research and documentation. A scoring methodology aligned with our enterprise risk management process was used to identify impacts, risks, and opportunities associated with key sustainability topics. As a result, the DMA deemed nine topics to be material from a sustainability perspective (see table). These topics continue to help inform our Healthy Lives Mission strategy, risk management, and our voluntary reporting and disclosure approach to date.

Kenvue material topics

- **Biodiversity, land, and forests (nature)**
- **Climate change**
- **Human and labor rights**
- **Pharmaceuticals and personal care products in the environment**
- **Plastics**
- **Product quality and consumer safety**
- **Public health**
- **Sustainable product innovation**
- **Workforce health, safety, and well-being**

Our refreshed DMA results include two topics that were not material in our previous assessment: pharmaceuticals and personal care products in the environment, and product quality and consumer safety. In addition, two topics that were previously determined to be material did not rise to the materiality threshold in our most recent assessment: product transparency and inclusion. While these topics are not included, they remain key to Kenvue meeting the trust and confidence consumers place in our products and practices, and we manage them as such. You can read more about each topic in this report.

In this report, our use of the terms “material,” “materiality,” and other similar terms is consistent with that of GRI, SASB, TCFD, and other standards referenced in this report, or refers to topics that reflect significant sustainability impacts or which substantially influence the assessments and decisions of a diverse set of stakeholders. We are not using these terms as they are used under the securities or other laws of the United States or as these terms are used in the context of financial statements and financial reporting.


Kenvue offices

A trusted partner in public health



Neutrogena® at Coachella

At Kenvue, we believe the foundation of good health begins with the world around us – from the air we breathe to the products we reach for every day and the communities we live in. Our Purpose – to realize the extraordinary power of everyday care – helps us design our products purposefully to help people stay healthy and make healthier choices. These products and the healthy practices they enable are connected by an intricate string of cultural and public health opportunities, from access and awareness to taboos and misconceptions. And as people's health evolves, so do their expectations of how brands like ours can help them in their journey.

Whether it's skin cancer prevention or menstrual health, childhood skin conditions or smoking cessation, Kenvue brands are striving to contribute to solutions, support sound policies, and amplify education and understanding. Brands such as Stayfree®, Nicorette®, Listerine®, Neutrogena®, and Aveeno® are driving important initiatives that help connect the dots between science, healthy living, and personal care behavior. For us, this multifaceted approach reinforces a foundation of good health that shapes how our brands evolve to support the health of people. This is how we operate, strengthening consumer and customer trust, employee pride, and our business for the long term, while delivering on our commitment to public health and delivering positive environmental and social impacts through brand purpose programs.



Oat Nature Lab with Aveeno® Baby and the Indian Academy of Pediatrics

In the U.S., sun care needed an innovative approach… enter Neutrogena®

In the U.S., more people are diagnosed with skin cancer each year than all other cancers combined. Sunscreen is an important tool for sun protection and skin cancer prevention. As the number one sunscreen brand in America, Neutrogena® is dedicated to being at the forefront of sun care advocacy and innovation, and to encouraging sun-safe habits through our extensive lineup of lightweight, nearly invisible sunscreens that provide the broad spectrum protection against harmful ultraviolet rays.

Unfortunately, many people in the U.S. don't wear sunscreen for several reasons, including traditional formulas being too thick, a lack of awareness about the year-round need for sunscreen, the misconception that certain skin tones don't need protection, or a lack of access to sunscreen.

Neutrogena® has addressed these barriers in multiple ways, using influential voices via marketing campaigns and partnering with dermatologists to educate consumers on the importance of daily sunscreen use. On the product side, in 2025 the brand developed a lightweight formula with an invisible finish that makes applying sunscreen less weighty on the skin. Neutrogena® Ultra Sheer Mineral Face Liquid Sunscreen SPF 70 offers sun protection without the discomfort of a thick cream.

Neutrogena® is on a mission to reduce skin cancer rates and inspire daily sun-safe habits. In 2025, to spark awareness, Neutrogena® partnered with WWE Superstar John Cena in a playful campaign that generated over 4 billion impressions.

Our outreach efforts included partnering with The Skin Cancer Foundation and Young Minds Inspired, an educational programming agency, to teach sun safety to approximately 18,000 teachers and 450,000 students across 29 U.S. states and Washington, D.C. Neutrogena® also continues work with the Melanoma Research Foundation (MRF) via a multi-year partnership that aims to increase awareness of healthy sun habits. This partnership helps MRF advance its mission of research, education, and advocacy to reduce preventable skin cancer.

Advocacy is another important lever we use to drive change. Neutrogena® has long been a key member of the Public Access to SunScreens (PASS) Coalition – a multi-industry group of public health stakeholders, healthcare professional organizations, and industry – to drive skin cancer prevention advocacy and improve public health by ensuring people in the U.S. have access to safe, effective, and innovative sunscreens. In 2025, Neutrogena® supported federal advocacy with PASS, the Personal Care Products Council, & the Consumer Healthcare Products Association to incorporate major provisions in the SAFE Sunscreen Standards Act, intended to modernize the U.S. Food and Drug Administration's review and approval of sunscreen ingredients.

Through innovation, advocacy, and multi-stakeholder partnerships, Neutrogena® is building a healthier, sun-safe future for all.

Neutrogena® distributed nearly 35,000 gallons of free sunscreen during 2025 outdoor events, including Coachella, where Neutrogena® served as official sunscreen sponsor for the third consecutive year, and the World Surf League, where the brand was a sponsor for the first time.



Neutrogena® at Coachella

Working towards a tobacco and nicotine-free future across Europe with Nicorette®

Tobacco use remains a significant preventable cause of death globally, and Europe continues to grapple with smoking dependence, while vaping and other novel nicotine product use is also on the rise. Nicorette®'s work reflects a sophisticated, multi-country approach to tobacco control and smoking cessation – one that aims to mobilize pharmacists, policymakers, healthcare professionals, and international institutions in service of global public health and our Healthy Lives Mission.

In 2025, we launched the Total Quit™ campaign at the largest global pharmacist congress, the 83rd FIP World Congress of Pharmacy and Pharmaceutical Sciences in Denmark, and in the U.K., European Union (EU), and Canada thereafter. The campaign aims to bring together stakeholders to understand, evaluate, and prioritize the societal and health challenges we face from the cultural shift to alternative tobacco and nicotine products.

A Total Quit™ is when people achieve freedom from tobacco and nicotine. While great strides have been made in smoking cessation, we believe that the public health community and health policymakers must now focus their efforts on supporting both smokers and alternative tobacco and recreational nicotine product users in achieving a Total Quit™. This means ensuring access to evidence-based cessation tools and services, while also working to strengthen tobacco control policies and regulate the use of tobacco and recreational nicotine products.

Nicorette®'s work with the European Network for Smoking and Tobacco Prevention (ENSP) in 2025 resulted in us having a seat on an in-depth panel at the European Health Summit, featuring the World Health Organization, ENSP, alongside EU policymakers and Nicorette® representatives. The discussion on preventing youth nicotine addiction helped us to articulate our Total Quit™ goal compellingly and express to the most senior policymakers in Europe the need for an urgent review of the Tobacco Products Directive to ensure it is fit for purpose.

Vaping cessation indication in the U.K.

In 2023, Nicorette® Quick Mist® became the first medicine licensed for vaping cessation in the U.K., and last year this license was extended to the entire Nicorette® portfolio. This offers the 10% of the adult population who vape an option to help them end their addiction for good. We also commissioned and funded a research report titled Endgame: Managing the Disposable Vapes Ban and the Journey to a Smokefree Future by Future Health Research. It calls out the need for greater health service action, as well as plans for how to better integrate support across primary care to help people in giving up nicotine, highlighting pharmacies and general practitioners as having an important and expanded role to play.

In 2025, the entire Nicorette® product portfolio was licensed for vaping cessation in the U.K. (as it has been in Australia), potentially giving the 10% of adults in Great Britain who vape an option to help them end their addiction for good.



Latin America takes a comprehensive view of menstrual hygiene education with Stayfree®

When it comes to menstrual hygiene, one of the biggest opportunities to improve health is around the public stigma toward menstruation. Stayfree® and Carefree® have a shared vision: that menstruation be no longer treated as something shameful. This work embodies a core belief of Kenvue's Healthy Lives Mission: that communities cannot thrive unless critical health conversations are encouraged.

In Latin America, we've brought lessons from India, and the Stayfree® partnership with Menstrupedia, a startup focused on menstrual education, to Argentina. Our teams scaled our long-standing Crecer Libre (Growing Free) program to additional, remote regions, expanding a model that had proven itself in Argentine schools over several years. Rooted in the mission to support puberty education and improve access to menstrual health products, the team reimagined the program's delivery through a hybrid approach. We combined Siempre Libre® product distribution with an educational board game, a classroom video, and teacher guides packed with interactive activities on puberty and menstrual health.

In Argentina, Stayfree® and Carefree® helped reach 50,000 students with puberty education over a four month implementation period. This represents a 138% increase over 2024, equivalent to approximately 4% of the total target-age student population in Argentina. The program resonated deeply with educators: 90% of teachers surveyed rated it with the highest possible score.



Scaling menstruation education in Argentina



Scaling menstruation education in Argentina

From June to September, we reached 50,000 students – a 138% increase over 2024 – representing approximately 4% of the total target-age student population in Argentina. The program resonated deeply with the educators delivering it: 90% of teachers surveyed rated it with the highest possible score.

In India, tackling the rising tide of childhood skin conditions with Aveeno® Baby

India's rapid urbanization, rising pollution levels, and a changing climate are contributing to an increase in childhood skin conditions, including atopic dermatitis, eczema, and diaper dermatitis, with as many as 30% of babies requiring early intervention, according to experts. These conditions disproportionately affect children and require a response grounded in scientific rigor and community trust.

Meet Aveeno® Baby, whose scientists have spent years researching the benefits of colloidal oatmeal, an ingredient particularly effective at managing sensitive skin. Given the dramatic rise in atopic dermatitis, Kenvue India and Aveeno® Baby India co-hosted the first-ever Oat Nature Lab with the Indian Academy of Pediatrics Delhi in 2025. The event brought together leading pediatricians, dermatologists, and baby care influencers to explore the latest scientific research, real-world experiences, and evidence-backed practices around pediatric skin care – deepening trust and reaffirming Aveeno® Baby's credentials with live demos by Kenvue scientists bringing the product and science to life.



Oat Nature Lab with Aveeno® Baby and the Indian Academy of Pediatrics



Aveeno® Baby uses science and research to address the impact of a changing climate on childhood skin in India.

This kind of partnership, which combines our Company's scientific expertise with established professional associations, is central to how we activate our Healthy Lives Mission. In a market as vast and diverse as India, collaboration is essential to reaching every child who needs care.

In Asia Pacific, Listerine® promotes healthy oral care

Across Asia Pacific, Listerine® has channeled oral health expertise into programs that reach vulnerable communities, shift consumer behavior, and inform public health policy. In the Philippines, we collaborated with the Department of Health to advance the government's “Ngiting 70-20" oral health program and expand awareness of healthy practices nationwide.

We complemented that partnership with the Healthy Smiles Start with Listerine® campaign, delivered across Asia Pacific alongside pharmacy chain AS Watsons and nonprofit Operation Smile, which is dedicated to helping improve the health and lives of children. The initiative raised awareness of cleft lip and palate, generated donations for comprehensive cleft care, and delivered oral health education and nutrition support, with a focus on children.

In Japan, 93% of Kenvuers that participated in the 21-Day Self-Care Challenge reported improved work performance from stronger oral care routines.

In Japan, we took a different approach, engaging Kenvuers to test a program that would promote behavior change in favor of healthy routines. The 21-Day Self-Care Challenge engaged 300 employees in building stronger oral care routines, with daily mouthwash use climbing from 68% to 99% over the course of the program. The results impacted people beyond the bathroom: 93% of participants reported improved work performance and 96% said they would confidently recommend mouthwash to others. We translated that research into external engagement with media, government, and consumers, turning an employee wellness program into a platform for broader oral health advocacy across Japan.



Listerine® and Operation Smile campaign, delivered across Asia Pacific in partnership with pharmacy chain AS Watsons



Listerine® and Operation Smile campaign, delivered across Asia Pacific in partnership with pharmacy chain AS Watsons



Part of a public health ecosystem

No matter where or how we act on our Healthy Lives Mission across the world, our brands are guided by four core factors:

- Our messaging is grounded in scientific evidence, establishing Kenvue as a trusted voice.
- We strategically engage diverse audiences.
- We focus on vulnerable populations, bringing life-changing education and insight to communities lacking access to health information.
- Our employees participate passionately, embracing our Purpose and activating our Mission.

Our brands are helping train hundreds of thousands of healthcare workers, reaching millions of students and families with health education, and partnering with impactful organizations, governments, and community health workers around the world to realize the extraordinary power of everyday care. That’s a foundation we’ll continue to build on as a dedicated consumer health company, improving quality of life today while ensuring a healthier, more resilient world for generations to come. That’s how we deliver everyday care in action.

Putting consumers, science, and technology at the heart of sustainable innovation



Kenvue manufacturing site

Every day, people engage in rituals using Kenvue products that draw on the extraordinary power of everyday care – hydrating their skin, rinsing their mouth, taking care of a wound, or managing pain. Behind each of the products used in these rituals, a complex chain of decisions has been made, steeped in science and insights, to drive efficacy and healthy outcomes for both people and the planet. For example, these decisions must consider the environmental footprint of the materials used in our formulas and packaging; compare the differences in recyclability between pumps and lids; or understand the biodegradability of raw materials used in formulations – not to mention decisions about the end of a product's life cycle, where they often end up getting rinsed down drains with wastewater or empty packaging gets thrown in the trash.

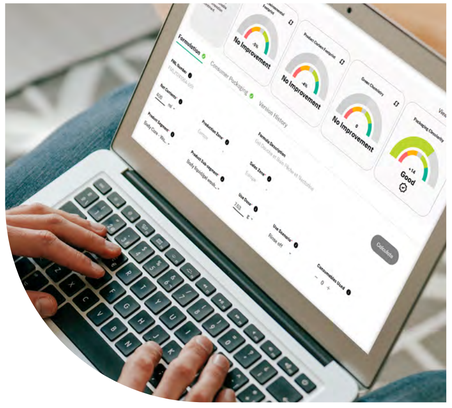
Add to this a landscape in which retail partners and other key customers are increasingly demanding product sustainability criteria and data substantiation, and consumers are paying closer attention to product contents and origins, and the importance of more sustainable product innovation has never been stronger.



Sustainable innovation by design

When we develop products, we integrate leading-edge science with responsible design, aiming to meet the high expectations of our customers and consumers, earning their trust by developing high-quality, innovative and more sustainable products. Now, with our patent-pending Sustainable Innovation Profiler, we have a tool to translate the often complex environmental and human health data into actionable insights for our product development teams.

Built on life cycle assessment principles and trusted science, and with cutting-edge technology, the Sustainable Innovation Profiler enables teams to reduce the carbon impact of products, advance green chemistry, and champion packaging circularity. The tool is embedded directly in our Human-Centered Innovation design process that our scientists use to develop every product.



Through the insights provided by the Sustainable Innovation Profiler, our global research and development (R&D) teams, product formulators, and packaging engineers can adjust their design choices in real time, so they can select materials with a lower environmental impact. The Sustainable Innovation Profiler has several benefits over other off-the-shelf alternatives, including its seamless integration with existing R&D systems, user-centric design that facilitates intuitive engagement with sustainability concepts, and modern high-performance technology that enables rapid experimentation and instant feedback on design changes. These core benefits mean sustainability is a variable in every design conversation – and helps inform real-time decisions.

The Sustainable Innovation Profiler evaluates a product across four metrics:

- **Product environmental footprint** measures the aggregated environmental impact of a product across its life cycle using 16 categories, including water and land use, resource consumption, freshwater ecotoxicity, and eutrophication of marine and freshwater systems, among others.
- **Product carbon footprint** measures the GHG emissions of a product throughout its life cycle.
- **Green chemistry** promotes the use of ingredients with better environmental profiles, including improved biodegradability and ingredient resiliency.
- **Packaging circularity** evaluates how our packaging is designed for recyclability and to advance circular material flows.

For any innovation to have an improved environmental performance, it must improve at least one of these metrics without any regression in the others, compared to a baseline product. A baseline product is the product that is either directly replaced or most cannibalized by the innovation.

Our Sustainable Innovation Profiler demonstrates a commitment to "science that stays ahead" by continuously evolving its methodologies and data integration. Utilizing complex datasets that cover end-of-life toxicology and life cycle emissions, the tool incorporates updates to environmental data, such as supplier-specific carbon emissions factors. This ongoing investment in method development enhances the tool's scientific rigor and aligns it with changing standards, enabling future enhancements like assessments for refill formats and features that support informed design choices to minimize extended producer responsibility fees, promoting sustainability and cost efficiency.

Recognized by experts

However, a tool like the Sustainable Innovation Profiler is only as valuable as the confidence it inspires. The tool's methodology has been independently validated by environmental assurance firm ERM CVS for alignment with external standards, including ISO 14040:2006 and ISO 14044:2006 (life cycle assessment), and ISO 14067:2018 (carbon footprint of products), as well as the European Commission's 2021 product environmental footprint methodology. The full methodology, which amounts to 200 pages, has undergone detailed scientific review by experts at Yale University. For external audiences, we've distilled the details into a publicly available 30-page abridged version open for transparency. It's available here, along with ERM CVS's assurance report, available here.

> **"Alongside enhancing our ability to make much more informed product decisions throughout the design process, the Sustainable Innovation Profiler is going to be a key tool in building trust with consumers and strengthening our standing with key customers across the industry."**
>
> -Jennifer Duran, Kenvue's Global Head of Sustainability



Democratizing sustainable innovation

By the end of 2025, we had trained more than 600 Kenvue product developers on the Sustainable Innovation Profiler. These team members are integrating the tool into their daily work. We expect that this broad, embedded adoption will trigger a durable culture shift in the direction of more sustainable innovation, further advancing our Healthy Lives Mission and meeting consumer and customer expectations.

Please see page 86 for data definitions and goals & commitments parameters.

Sustainable Innovation Profiler, in action

Green Chemistry



Johnson's® Baby Chamomile-Scent Bar Soap

Release date	Early 2026	**SIP assessment**	2025	**Market**	Latin America

Sustainable Innovation Profiler result*

Product Environmental Footprint	Product Carbon Footprint	Green Chemistry	Packaging Circularity
+3%**	-5%**	+12**	0**
No Improvement	**No Improvement**	**Excellent**	**No Improvement**

Product story	Designed to meet elevated consumer expectations for safety and gentle care, the soap used a fragrance that the R&D teams intentionally formulated to exclude certain ingredients.
Score driver	Green Chemistry; Decrease in the formulation's watch list score.
One other thing	The watch list score references our internal monitoring system that tracks potential future material alerts. It's one of the green chemistry metric's three criteria, along with the formulation's Global Aquatic Ingredient Assessment™ and its renewable origins.

*Baseline product: Johnson's® Baby Bar Soap

**Subject to limited assurance by ERM CVS. See full assurance report here.

These figures were calculated in line with the approach described in "Sustainable Innovation Profiler: Calculation Method v1.0, May 2026"

Please see page 86 for data definitions and goals & commitments parameters.

Sustainable Innovation Profiler, in action

Packaging Circularity



Le Petit Marseillais® Peach and Nectarine Shower Gel

Release date	Early 2026	**SIP assessment**	2025	**Market**	Europe

Sustainable Innovation Profiler result*

Product Environmental Footprint	Product Carbon Footprint	Green Chemistry	Packaging Circularity
-7%**	-8%**	0**	+19**
No Improvement	**No Improvement**	**No Improvement**	**Good**

Product story	Le Petit Marseillais® packaging developers are continuously seeking to increase recycled content in packaging and took the opportunity to restage the existing shower gel bottle to increase the PCR content from 30% to 99.87%.
Score driver	Packaging Circularity; Increase in post-consumer recycled (PCR) content in the bottle and improved material efficiency of packaging.
One other thing	Le Petit Marseillais® continues to be a brand leader in driving more sustainable and innovative packaging solutions. The brand was an early pioneer of refills and continues to offer numerous refill options across its portfolio (see page 23 for more details).

*Baseline product: Le Petit Marseillais® Peach and Nectarine Shower Gel

**Subject to limited assurance by ERM CVS. See full assurance report here.

These figures were calculated in line with the approach described in "Sustainable Innovation Profiler: Calculation Method v1.0, May 2026"

Please see page 86 for data definitions and goals & commitments parameters.

Sustainable Innovation Profiler, in action

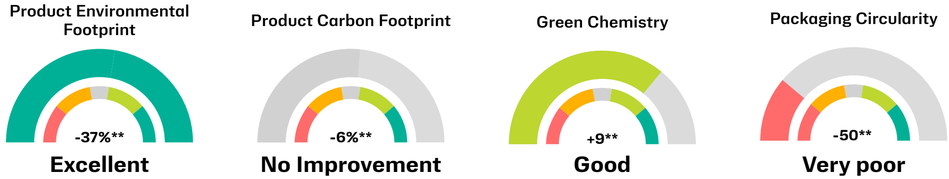
Product Environmental Footprint



Neutrogena® Hair Restore Strength + Purity Shampoo

Release date	October 2025	**SIP assessment**	2025	**Market**	North America

Sustainable Innovation Profiler result*



Product story	Designed to effectively remove buildup while maintaining hair strength. Guided by consumer insights, R&D teams created a high-cleansing formula that also helps minimize hair shedding due to breakage.
Score driver	Product Environmental Footprint; Eliminated pearlescent in response to customer feedback, avoiding a high-impact ingredient that led to the decrease in the Product Environmental Footprint metric.
One other thing	The pump component contained a metal spring, negatively impacting the Packaging Circularity metric, and preventing an improvement in environmental performance as compared to its baseline product. Kenvue continues to invest in recyclable pump technologies to unlock future improvements in circularity.

*Baseline product: Neutrogena® Healthy Scalp Hydro Boost Shampoo

**Subject to limited assurance by ERM CVS. See full assurance report here.

These figures were calculated in line with the approach described in "Sustainable Innovation Profiler: Calculation Method v1.0, May 2026"

Please see page 86 for data definitions and goals & commitments parameters.

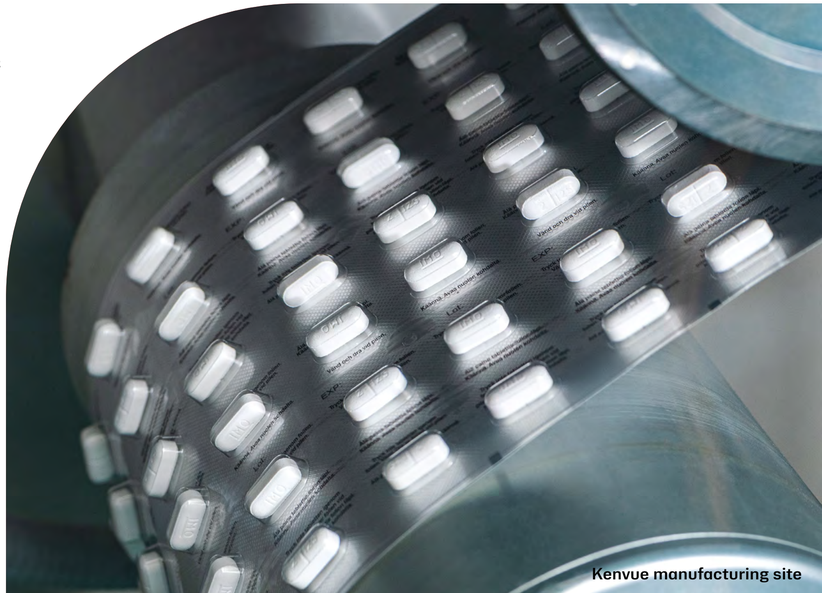
Kenvue brands drive packaging wins



Our global approach to packaging is rooted in consumer-centricity and designing packaging for people and the planet. It is guided by our Kenvue Sustainable Plastic Packaging Design principles, which mirror the principles of the circular economy and the four Rs:

1. **Reduce.** We are working to reduce our reliance on virgin plastics by optimizing packaging design, rightsizing, innovating new formats, improving material efficiency, sourcing recycled alternative materials (e.g., bio-based), and increasing our use of PCR content.
2. **Replace.** We are replacing plastics by selecting recycled and renewable feedstocks and removing problematic materials.
3. **Reuse.** We are experimenting with reuse and refill models that will extend the life cycle of our packaging, and we strive to support the recovery of materials through upstream design approaches and downstream recycling infrastructure investments.
4. **Recover.** We are developing packaging that is designed for recycling —meaning our packages are being designed to meet industry-level standards to make them ready to be recycled.

You can learn more about our approach to packaging on page 61 and read on to learn more about some of our exciting recent packaging launches.



Kenvue manufacturing site

Listerine®

Plastics strategy pillar: Reduce

Background: The Listerine® portfolio represents the Company's largest plastic footprint. In selected regions, these bottles were made with 50% PCR content. Aligned with our Healthy Lives Mission commitments, reducing the virgin plastic in this product range was a priority.

Solution: We introduced 100% PCR plastic bottles[1] across Asia Pacific, Europe, Middle East, and Africa, and Latin America, and 50% PCR in North America.

Products involved: Full portfolio of clear polyethylene terephthalate (PET) bottles.

Impact: More than 7,000 metric tons of virgin plastic removed annually.

One other thing: We also switched to a wash-off adhesive for the label, so it releases cleanly during the wash step, improving the quality of PCR.

Next steps: Listerine® bottles in North America currently use 50% PCR content, and we are actively working to transition transparent bottles to 100% PCR content in coming years, where possible.



Aveeno®

Plastics strategy pillar: Reduce

Background: For generations, Aveeno® has relied on nature's soothing and healing properties to help provide care for all skin, even the most sensitive. Just as skin can be vulnerable and require special care – so can our planet. This is why we are thoughtful about the choices we make. We promise to continue doing our part, learning and evolving, as we continue this journey together.

Solution: Aveeno® is committed to preserving the beauty of our planet by increasing the use of recyclable and recycled materials. In 2025, the brand continued to roll out bottles made from 100% PCR content[1] in Aveeno® Adult globally.

Products involved: Aveeno® Adult lotion and body wash bottles.

Impact: ~300 metric tons of virgin plastic removed annually.

One other thing: In addition to transitioning the bottles to 100% PCR content, Aveeno® created a pump dispenser that can withstand the rigors of e-commerce shipping. A full plastic pump was launched in Aveeno® lotion bottles in Europe, Middle East, and Africa to be recyclable with the bottle, simplifying disposal for consumers, by removing the presence of metal which hindered recyclability.

Next steps: Aveeno® will continue to explore avenues to make its packaging more recyclable, expanding the portfolio of 100% PCR content bottles across Aveeno® baby and implementing full plastic pumps in additional product lines.



[1] Excluding closures, labels, and colorants.

Please see page 86 for data definitions and goals & commitments parameters.



Le Petit Marseillais®

Plastics strategy pillar: Reuse

Background: Since its creation in 1984, Le Petit Marseillais® has been committed to giving back to nature. This commitment is reflected in product innovations and actions the brand takes towards supporting the environment and community. As leader in the shower category, sustainability is part of the brand roadmap, with ample opportunity to support packaging recyclability and plastic reduction in the category. A pioneer of refill formats, Le Petit Marseillais® was one of the first brands to introduce refills in France in the early 1990s for its handwash products, encouraging consumers to reuse bottles more than three decades ago.

Solution: Building on this heritage, in 2025, the brand introduced a range of doypacks refills for its shower range best sellers. Designed to refill existing bottles, each doypack allows at least a 50% reduction in plastic usage versus a standard bottle.

Products involved: Shower gel and hand wash range.

Impact: More than 80 metric tons of virgin plastic removed annually.

One other thing: Le Petit Marseillais® has already sold more than 1.5 million doypack units. Following this success for the shower range, the brand has now extended refill options for the hand wash category, offering new, bigger formats than its traditional refill options.

Next steps: Le Petit Marseillais® continues to accelerate its packaging sustainability efforts through a broad set of initiatives, including a progressive increase of PCR content across its packaging. In parallel, the brand is redesigning key components of its packaging to improve recyclability, supporting better disposal outcomes.

Nicorette®

Plastics strategy pillar: Reduce

Background: For more than 40 years, Nicorette® products have been helping people become smoke-free. And now, Nicorette® is taking steps toward more sustainable packaging while still driving the same user experience consumers know and love.

Solution: Nicorette® transitioned its secondary packaging from a plastic blister pack and box to a recyclable paper carton and box.

Products involved: Redesign of the Nicorette® 2mg Coated Lozenge Ice Mint (80 count).

Impact: Reduction of 85% of total plastic usage vs previous secondary packaging

One other thing: This innovation was expanded to all lozenge sizes to provide a more sustainable solution while still delivering the product consumers expect.

Next steps: This reduction of plastic within secondary packing is being introduced to other Kenvue self-care brands, with Zyrtec® recently launching a similar packaging redesign in the U.S.



Please see page 86 for data definitions and goals & commitments parameters.

Healthy People

Working at Kenvue

We have iconic brands and extraordinary teams—dynamic, agile, and united by an unwavering courage to see and solve everyday care needs with science-backed, care-forward experiences. To support all Kenvuers, we are committed to inclusivity and belonging and have built a world-class team that reflects our global consumers.

Talent recruitment and retention

Our talent practices aim to promote transparency, empowerment, and accountability that enable superior performance through high levels of engagement. In addition, we have initiatives in place to enable hiring practices that are fair, consistent, objective, and do not discriminate based on any legally protected category.

Our talent access team is empowered with both tools and resources to help identify and attract top candidates who align with our values and can best help us serve consumers around the world. Our internal team member referral program helps us identify top candidates, leveraging the strength of our own talent's networks.

The Kenvue Promise

Our employee value proposition, the Kenvue Promise, answers why team members want to work here and why they want to stay here. Four distinct elements make it unique to Kenvue: meaning, belonging, growth, and rewards. And it's very simple – we want all Kenvuers:

- To find meaning in their work and how they can impact our Purpose
- To feel part of Kenvue and that they belong here
- To feel that the work they do and the people they get to work with allow them to grow and contribute to our Company's growth
- To be rewarded for their business impact



Kenvue offices

Total Rewards

We offer compensation, benefits, and well-being programs designed to attract, develop, and retain top talent in a highly competitive environment. We reward and recognize superior performance and closely align Kenvuer compensation with company and individual performance. Our Total Rewards programs are designed to provide base pay that is competitive for a Kenvuer's position, considering skill level, experience, geographic location, and other business-related factors. In addition to base pay, we seek to motivate and reward Kenvuers with annual cash incentives and equity-based awards, depending on job level. Additionally, we periodically benchmark to help ensure our compensation programs remain competitive, and we regularly assess the appropriateness of employee pay based on skills, expertise, education, and tenure.

We offer competitive benefits packages, which vary by country and region, in support of the physical, emotional, and financial well-being of Kenvuers. These benefits packages may include retirement plans, life insurance, medical and dental insurance, health savings accounts, well-being reimbursement programs, adoption assistance, fertility benefits, and parental and family leave. In addition, we offer flexible work arrangements that enable agile ways of working and promote inclusion, health, well-being, empowerment, and accountability. See page 31 for more information.

A commitment to pay equity

As part of our commitment to pay all Kenvuers fairly and equitably, we monitor our compensation practices. We reward team members based on both their individual and overall business performance. In addition, we track pay reporting and pay transparency requirements globally to help ensure that we are complying with applicable regulations in every location in which we operate.

Engagement

We value transparent dialogue with our team members, and their collective feedback informs the future of our Company. We regularly conduct surveys that measure team member sentiment in areas such as strategic alignment, execution, inclusion effectiveness of our people leaders, and career development.

Our most recent annual engagement survey, conducted in November 2025, had high participation, with a 92% response rate. Areas where we scored positively include:

- **82% engagement**
- **84% inclusion index**
- **84% People Leader effectiveness**

Areas of opportunity were also identified, including reducing complexity (i.e., simplifying decision making and streamlining operational processes) and innovation (i.e., streamlining innovation pipelines and enhancing consumer centricity). We are working to address these opportunities and People Leaders routinely receive key data and insights from our listening tools to help inform action plans designed to enhance performance and engagement.

Learning and development

Our approach to learning and development is grounded by the Kenvue Promise, informed by data, and influenced by continuous dialogue with our team members. We promote empowerment that ignites growth, powers performance, and rewards for impact. Because, when Kenvue grows, Kenvuers grow, and when Kenvuers grow, Kenvue grows. We invest in learning and development solutions to build high-performing and highly engaged teams who deliver impact. This means equipping Kenvuers with the skills and knowledge to own and shape their professional development, and empowering People Leaders to develop their teams and drive exceptional team performance and engagement.

Learning

Our Learning at Kenvue platform provides a single access point for personalized learning content that supports skills-based career growth. Learning content is tailored to a Kenvuer's role and interests, curated from our own internal database of learning content and supplemented with content from LinkedIn Learning, Degreed, Meta, and Microsoft Learn. Courses cover a wide range of topics such as strategic planning, finance, leadership, design, branding, project management, and more. In 2025, 96% of Kenvuers accessed learning modules on the platform.

Kenvue also provides hands-on opportunities for advancement through "stretch" assignments, which allow our team members to formally participate in short-term assignments within other teams and functions to learn new skills, broaden their networks, and gain exposure to other parts of the organization. In 2025, more than 200 Kenvuers participated in stretch assignments in all regions around the world.

We believe that People Leaders are central to unlocking performance and engagement, and we have established performance coaching as part of the framework for their growth and development. The objectives for the performance coaching are to:

- Support the Kenvue Promise and equip People Leaders to live up to their expectations by promoting transparency, empowerment, and accountability
- Develop the coaching skills of People Leaders to support their teams and maximize their performance and growth

In 2025, we invested in the future growth of People Leaders by launching a comprehensive learning plan aligned with the Kenvue Promise. This was supplemented with live leader-led sessions, increasing the confidence of People Leaders to cultivate a culture of high performance within their teams.

Performance and development

We aim to ensure that team members who join Kenvue have fulfilling careers while working at the Company, and we provide opportunities for all Kenvuers to grow and advance professionally. All Kenvuers set specific, measurable, achievable, relatable, and time-bound (SMART) goals at the start of the year aligned with their functional objectives. Throughout the year, Kenvuers and their People Leaders engage in ongoing check-ins, coaching, and feedback discussions. The objective of ongoing check-ins is to regularly discuss progress toward goals, identify barriers, and explore ways to maximize performance through learning and development opportunities.

At year end, Kenvuers complete a personal impact summary, and People Leaders complete a performance assessment, both based on achievement of goals, impact on the business, and demonstration of the Kenvue Behaviors. The year concludes with the Kenvuer and People Leader participating in a meaningful discussion on opportunities and challenges for growth.



Kenvue offices

Inclusion

At Kenvue, everyday care is for everyone, everywhere. We are committed to nurturing healthy people and empowering their lives through quality products and essential information to care for themselves and those they love, every day.

We believe that when people can count on care every day, it not only makes them well, it makes them whole, so they can engage more fully with the people, experiences, and the world around them, regardless of who they are, where they come from, or what they believe.

Through our Kenvue Promise, we are creating an environment where every Kenvuer can be at their best and do meaningful work by putting our brands in the hands of consumers, empowering them to engage more fully with the world. We foster an inclusive and trusting workplace culture to create a sense of belonging for all, where every voice matters because our performance depends on it. We want Kenvuers to feel inspired by the growth opportunities available to shape their personal journey and be rewarded for their impact.

We value collaboration and benefit from a broad range of ideas and perspectives that help us drive innovation and deliver solutions that exceed consumer expectations and create long-term value, enabling Kenvue to realize the extraordinary power of everyday care. We align with the following three pillars to foster belonging and everyday care for everyone:

- **Workforce:** As a global company, our workforce inherently reflects the markets in which we operate and brings a broad range of ideas and perspectives to ensure we meet the needs of our global consumers.
- **Workplace:** We foster an inclusive and trusting workplace that allows each Kenvuer to maximize their impact on our work and culture.
- **Marketplace:** Our brands are committed to developing innovative products and experiences that meet the unique needs of our global consumers, communities, and their health and well-being. By leading with insights and innovation, we aim to create solutions that meet a wide range of needs, ensuring that everyday care is truly for everyone.

Kenvuer Impact Network

The Kenvuer Impact Network is a volunteer-led network open to all Kenvuers, and designed to foster inclusivity, engagement, and strategic business impact across the organization. Each network creates an opportunity for Kenvuers to learn, grow, and celebrate each other, with the goal of fostering belonging and working to help solve unmet global consumer needs.

In 2025, membership in the Kenvuer Impact Network increased to nearly 4,500 Kenvuers across all regions (+5% membership growth versus December 2024).

In 2025 we launched **Sustainability at Kenvue**, an inclusive group of Kenvuers with a sustainability mindset, passionate about our Healthy Lives Mission and committed to its advancement both within and outside the Company.



Kenvue Cares Week Singapore

2025 Highlights

Workforce



To build our talent pipeline and a workforce reflective of the global markets we serve, the Kenvuer Impact Network created more than 15 activations. Examples from 2025 include:

- In April, Healthcare Professionals and Scientists at Kenvue hosted the second annual Student Industry Day at our global headquarters in Summit, New Jersey. The talent pipeline event connected pharmacy students from local New Jersey universities (Temple, Jefferson, and Saint Joseph's) with Kenvue pharmacists and scientists to explore career paths and learn about the Kenvue Pharmacy Fellowship program.
- In August, Access to STEM in China inspired the next generation of innovators by showing students that science, technology, engineering, and mathematics (STEM) careers are accessible and rewarding. Students engaged in meaningful discussions with global, regional, and local China leaders, reinforcing our commitment to inclusion and future talent development. See page 28 for more on Access to STEM.



Workplace



Throughout the year, the Kenvuer Impact Network nurtured inclusion and belonging in the workplace by initiating more than 50 events advancing inclusion, engagement, and People Leader effectiveness scores. Examples from 2025 include:

- In honor of Juneteenth in the U.S., Black at Kenvue hosted an all-employee cookout at Kenvue global headquarters in Summit, New Jersey. The event also featured a visual exhibit on the history and impact of Juneteenth, which drew 200+ Kenvuers and site members in the Company's new state-of-the art Insights Lab.
- To recognize World Menopause Day (October 18), Women at Kenvue hosted an event at our U.K. office in High Wycombe featuring Dr. Naomi Potter, a renowned menopause specialist. Dr. Potter highlighted lesser-known neurological symptoms of menopause – including brain fog, anxiety, and imposter syndrome – and how they impact women's well-being.



Marketplace



The Kenvuer Impact Network initiated more than 15 focus groups, retail partnerships, and brand activations with our commercial teams to address a broad range of consumer needs. Examples from 2025 include:

- In April, Francophonie at Kenvue hosted a half-day "Québec Immersion" focus group that generated action-oriented insights to strengthen understanding of Québec culture and local market opportunities. The event drew 160+ attendees and helped improve commercial media investments, while recognizing Québec's sugar shack season.
- In June, our Care with Pride program brought to life in-store and online activations in partnership with four key retail partners. Additionally, social media influencer content delivered engagement rates three to 15 times higher than standard benchmarks, reflecting the power of authentic storytelling.



Access to STEM

As a company that earns trust through science, we have a unique opportunity to create pathways for individuals to consider and succeed in STEM careers. Our Access to STEM initiative works to identify opportunities to support both students and professionals in their pursuit of STEM careers.

Through the youth pillar of the initiative, we work to inspire students' earliest interest in STEM within middle and high school classrooms. Through the university pillar, we provide valuable networking and learning experiences, including mentoring, for learners in college and beyond. **Our passionate Kenvue volunteers organize more than 20 Access to STEM events and community impact programs annually and build partnerships around the globe that promote more opportunities for careers in STEM.**

In 2025, we expanded our annual Manufacturing Day globally. More than 20 Kenvue sites across six continents opened their doors to young people, welcoming more than 300 participants for guided facility tours, hands-on pilot lab demonstrations, panel discussions with employees, and candid conversations about STEM careers. **The breadth of our Manufacturing Day's footprint – Brazil, China, Colombia, France, India, South Africa, Spain, Thailand, and North America – reflects our belief that opportunities in STEM are a global priority.**



Manufacturing Day Kenvue São José dos Campos, Brazil


Kenvue at the Liberty Science Center

Beyond Manufacturing Day, we work on these priorities throughout the year. For example, during Kenvue Cares Week, **we partnered with Liberty Science Center in New Jersey for the third consecutive year, welcoming more than 1,400 local families to explore the center's exhibits at no cost.** The initiative was guided by Kenvue volunteers who ran hands-on activities and explained the science behind our products.

We also engage with higher education institutions to help build a talent pipeline of STEM professionals across the world. Kenvuers have joined students on campus to hold panel discussions focused on providing mentorship and career advice to students pursuing STEM. In 2025, we participated in numerous career fairs around the world, including three in Prague, Czech Republic, highlighting the Company's work to harness the power of data and technology to better understand human insights and drive better health outcomes, engaging with many students as we build a pipeline of digital innovators who want to change the world one bold, smart idea at a time.


Kenvue at the Liberty Science Center



Career fair in Prague, Czech Republic

Workforce health, safety, and well-being

Our investment in the health, safety, and well-being of our team members is fundamental to our purpose and values. We seek to build a culture in which colleagues are dedicated to keeping each other safe, healthy, and supported. We provide resources so that Kenvuers are empowered to care for their health and well-being and that of their families, are able to grow and have fulfilling careers, and are recognized and valued for their contributions.

Global management approach

We recognize our responsibility to operate in a way that protects the health and safety of our team members, contractors, visitors, and the communities in which we operate. We strive to comply with all applicable laws, and, through science and data analytics, we seek to continuously advance the effectiveness of our environmental, health, and safety (EHS) programs. Kenvuers are assigned general safety training, and we provide more robust, tailored safety training as necessary (e.g., for those working in potentially high-risk environments).

Within our facilities, we have processes to identify potential safety risks and to develop and implement controls to mitigate possible exposure to hazards. Kenvue has an EHS assurance process that includes site-level compliance calendars for recurring compliance obligations, third-party compliance audits, review of applicable legal requirements, and EHS audits. Opportunities for continuous improvement are captured within each aspect of the assurance process and are tracked to closure.

Human and organizational performance

Our management approach and operating practices incorporate human and organizational performance (HOP) principles, which provide a framework of looking at work, people, and the systems in which people operate. HOP recognizes that error is part of the human condition and that an organization's processes and systems greatly influence employee actions and choices, and, consequently, their likelihood of success. We have shifted the focus from safety being seen as an absence of incidents to safety being seen as the presence of capacity, with a focus on our systems and conditions, and on accountability through learning and improving.



Kenvue offices

Workforce health and safety

EHS position

Our Company EHS position outlines our approach and governance of EHS in alignment with our Healthy Lives Mission and the principles of:

- **Prevention:** We prioritize the prevention of environmental incidents, occupational injuries, and illnesses through risk assessment, hazard identification, and mitigation measures.
- **Compliance:** We strive to meet or exceed all relevant EHS laws and regulations, as well as our global EHS performance standards.
- **Innovation:** We continuously seek opportunities to improve our EHS performance through regular monitoring, evaluation, and implementation of proven practices, and innovative technologies and approaches.
- **Engagement:** We engage with our stakeholders, including team members, contractors, suppliers, customers, regulators, and communities where we operate to foster open communication, collaboration, and shared responsibility for EHS.
- **Capacity and resilience:** We provide our team members and contractors with training, resources, and information to understand and fulfill their EHS responsibilities effectively. We engage our teams to learn from incidents, as well as normal work, and aim to continuously improve our processes and systems.
- **Transparency:** We are transparent about our EHS performance, goals, and initiatives, and we communicate openly with our stakeholders about our progress and opportunities for improvement.

Digital expansion

In 2025, we continued to identify opportunities within our EHS management system to streamline and standardize, reducing complexity and driving consistency globally. Through this process, we have further incorporated the use of technology such as artificial intelligence and machine learning. This allows us to reduce administrative burden, inform action-oriented assurance processes, and clearly define training requirements necessary to promote a culture of safety.

Process safety

Process Hazard Analysis (PHA) is a risk assessment method used to identify, evaluate, and control potential hazards associated with industrial processes, particularly those involving hazardous chemicals. The goal of PHA is to prevent accidents associated with hazardous chemical releases by identifying potential process failures in design, equipment, materials, and procedures.

In 2025, we integrated a PHA module into our online EHS data management system. Our objective is to digitize PHA to allow for key performance indicator tracking that can transform risk assessments from static compliance documents into living, measurable, and strategic tools. This will allow for better decision-making, safer sites, and continuous improvement.

Serious injury and fatality prevention

Serious injury and fatality (SIF) prevention is the systematic identification, control, and elimination of conditions and work activities that have the potential to cause SIFs. It focuses on recognizing high-risk exposures – rather than just counting incidents – and ensuring that critical safeguards are in place, effective, and actively verified to prevent life-altering or life-ending outcomes.

Historically, EHS subject matter experts would manually review EHS incidents to determine which might qualify as a SIF precursor, a high-risk situation in which management controls are either absent, ineffective, or not complied with. This was time-consuming and prone to misclassification. In 2025, we introduced a machine learning tool to help manage and classify SIF precursor events. Not only will this tool free up resources, but it will also allow us to have real-time data and more precise analysis, helping us further strengthen our management controls if and/or where needed.

Ergonomics

In 2025, Kenvue adopted the VelocityEHS industrial tool to modernize ergonomic assessments across all manufacturing sites. Previously, these evaluations were manual and often based on approximate measurements. The new system uses video capture with advanced machine learning to deliver faster, more accurate risk assessments, enabling EHS teams to focus on eliminating hazards at the source.

All assessments are now centralized in a single database, providing robust analytics to identify high-risk areas. Key features include job status reports, risk-reduction indices, and return on investment summaries, presented through dynamic dashboards.

We also introduced the ergonomics tool for offices, which offers training, workstation self-assessments, and personalized action plans to reduce risk. This initiative strengthens ergonomic awareness and safeguards employees who have a desk-based role.

Fleet safety

To keep Kenvuers safe on the roads, we use an eDriving app that helps reduce the potential for serious or fatal events within our fleet team around the world. Through the app, drivers can participate in online driver training, conduct personal risk evaluations, report incidents, access emergency services, and receive post-incident coaching, among other things. Through real-time data collection, we can track and monitor fleet safety and implement corrective actions as needed. In 2025, we continued to roll out the program, with full adoption now in Asia Pacific, Latin America, and North America. In Europe, Middle East, and Africa, we have implemented the program in the U.K. and South Africa, with plans to complete the rollout throughout the region in 2026.

External recognition

Around the world, local governments, trade organizations, and partner organizations have recognized Kenvue for our health and safety performance. In 2025, these recognitions included:

Asia Pacific

- In China, the Beijing Municipal Government awarded Dabao the Beijing Safety & Health Cup for the site's Safety Month activities.
- In Thailand, insurer FM gave our facility the Highly Protected Risk Award for demonstrating excellence in identifying, assessing, and effectively controlling highly protected risks, and promoting a safe and reliable workplace.
- In Malaysia, the Malaysian Society of Occupational Health and Safety awarded our manufacturing plant a Gold Merit under the Manufacturing category. The merit improves on our Gold Class 1 Award from 2024.

Latin America

- Brazilian pharmaceutical trade association Sindusfarma awarded our Latin America EHS team nine different awards during the association's 13th Excellence in Health and Safety Management Awards.

North America

- In Puerto Rico, our Las Piedras manufacturing plant received three prestigious awards from the Puerto Rico Manufacturing Association. The awards acknowledged our incident rates being 50%-74% below the national average, our >25% reduction in recordable accidents compared to 2024, and our environmental leadership projects.

Workplace conflict resolution

We are committed to fostering a work environment that is safe, respectful, and free from fear, intimidation, harassment, bullying, and violence. To support this commitment, we developed and implemented a Workplace Violence Prevention playbook that provides guidance on prevention, awareness, and response. In 2025, we further strengthened our approach by launching a mandatory e-learning course, Respectful and Productive Workplace Conduct, which equips team members with the knowledge and tools to recognize, prevent, and address harmful behaviors, including harassment, bullying, threats of harm, and physical aggression in the workplace.

Workforce well-being

Kenvue takes a holistic approach to well-being and works to address all facets of Kenvuers' needs, including:

- **Physical well-being:** Our belief that daily care rituals have a profound cumulative impact on well-being informs our approach to team member physical health. We reinforce healthy behaviors, enable access to care, and provide a safe workplace for our colleagues.
- **Emotional well-being:** We help team members feel engaged and build resiliency through specialized emotional support resources, empowering them to be productive and connected at home and at work.
- **Financial well-being:** We empower team members with knowledge and resources to manage finances and achieve financial security.

We design our programs to support Kenvuers' total well-being, which is critical to their overall performance and workplace resilience.

The Kenvue Well-Being Portal

The Kenvue Well-Being Portal, powered by Personify, is our online platform that enables Kenvuers to focus on their health and well-being. Through the platform, team members can track goals related to nutrition and fitness and join challenges that encourage healthy behaviors. The portal also links Kenvuers directly to available resources such as our employee assistance program (EAP), resiliency resources, and financial management tools.

Benefits

We offer competitive benefits packages, which vary by country and region, in support of the physical, emotional, and financial well-being of Kenvuers. In the U.S., as well as many other locations, they include:

- **Health insurance:** We offer coverage for doctor visits, mental healthcare, and more.
- **Retirement savings program:** We design programs to help our team meet their future financial goals, including a 401(k) matching program.
- **Mental well-being resources:** We offer an EAP to help team members strike the right balance between work and life, locate a mental health counselor, and more.
- **Paid time off (vacation, family, sick):** We know it's important to take time away from work, so team members can be the best version of themselves.
- **Adoption, fertility, and surrogacy benefits:** We offer financial assistance and access to programs to help with fertility treatments, adoption, and surrogacy.
- **Global exercise reimbursement:** We offer quarterly reimbursement to team members for the health and well-being activities of their choice.
- **Global parental leave:** We offer paid leave to colleagues – maternal, paternal, adoptive, surrogacy-assisted, or foster parents – which can be taken during the first year of a new child's arrival into their family.
- **Flexible working arrangements:** We capture the energy of in-person interactions and remote flexibility to perform at our best for our customers and our consumers.

Supporting physical health

At many of our sites around the world, on-site fitness centers provide Kenvuers with convenient and accessible places to exercise. Fitness centers are typically open for extended hours, which allows Kenvuers to access them at their convenience during the work week. Some also offer physical therapy and injury prevention/ergonomic support services. Our on-site health clinic at our Summit, New Jersey, global headquarters offers routine health screenings, blood work, and vaccines. The clinic also offers written prescriptions for fulfillment at local pharmacies, and phone or video sessions, including for immediate family members.



Kenvue on-site fitness center

Public health

Kenvue contributes to improving public health through our products and services, as well as our focus on advancing health and well-being through research, education, and advocacy. We educate consumers and patients on healthy lifestyle choices and promote preventive care, conduct research to develop new treatments and technologies to address emerging public health concerns, conduct community health-related outreach programs, and collaborate with public health agencies to advocate for positive health policies. Please see page 10 for more about our global public health efforts, led by our iconic brands.

Through Kenvue Cares – our social impact platform – we create meaningful, long-term value for communities around the world by mobilizing volunteerism and humanitarian aid. These efforts not only improve health and well-being where it's needed most but also deepen our connection to meaningful work and strengthen our sense of belonging. Together, Kenvuers use their talent, passion, and resources to build positive change for people and the planet.

We recognize the importance of collaboration and know that by joining forces with other like-minded organizations we can amplify our impact. Throughout the world, we work with nonprofit organizations to help us distribute aid, direct charitable contributions to those who need them most, support our volunteer efforts, provide insights and thought leadership on important public health trends, and augment our public health campaigns.

Humanitarian aid

As a leading global consumer health company, we are uniquely positioned to assist communities by supplying critical healthcare products during times of crisis.

In 2025, Kenvue provided relief in response to natural disasters, humanitarian emergencies, and conflict-driven displacement around the world, and took action to address hygiene poverty, including:

Providing funding in time of need

- Donated **$200,000 to Direct Relief** to support emergency response efforts and ongoing needs for communities affected by the California wildfires and the devastating floods across Central Texas, North Carolina, and New Mexico. A portion of the funding also helped mobilize emergency medical aid and logistical support to multiple regions in Mexico following severe floods.
- Donated **$50,000 Canadian dollars** ($35,774) to the **Canadian Red Cross Wildfire Fund** to enhance Canada's readiness and response to the escalating wildfire risks providing immediate relief, and longer-term recovery for wildfire events within Canada.
- Donated **$50,000 to Americares** to support ongoing relief efforts after a powerful 6.9-magnitude earthquake struck off the coast of Cebu Province, only days after back-to-back typhoons impacted the Philippines in October 2025.

Delivering products when they are critically needed

- Delivered more than **5.2 million units of Kenvue products** to more than **50 countries worldwide**, made possible through the support of more than **40 charitable partners.**
- Distributed more than **59,000 Kenvue funded hygiene kits** through partner **Heart to Heart International**, supporting people displaced by severe storms around the world—including Hurricanes Erin, Melissa, and Milton in the Caribbean and the U.S., widespread flooding across multiple U.S. regions, and Typhoon Fung Wong in the Philippines.
- Distributed an additional **10,500 hygiene kits—assembled by Kenvuers** in Australia, Canada, China, Colombia, Mexico, South Africa, Spain, and the United States—to support emergency relief efforts and expand access to essential hygiene supplies, in partnership with **Save the Children US** and **Feeding America®**.

Caring for our Local Communities

- Donated more than **$1.7 million in India** to help create a positive impact on the lives of women, children, and the communities we care and serve, through health and education. These investments strengthen the Company's community impact and are aligned with the country's corporate giving regulations.
- In China, we donated more than **$200,000** to the **China Women's Development Foundation** and **$97,000** to the **Chinese Red Cross Foundation**, supporting initiatives focused on women's health and the well-being of Chinese families.



Kenvue Cares Week Singapore

Volunteerism

We advance health and well-being in the communities in which we operate through a culture of caring and encouraging employee volunteer service.

Kenvue Cares Week – our annual Company-wide volunteering initiative – is a unifying moment for Kenvuers to collectively advance our Purpose through team-based volunteer activities that create positive impact within the communities in which we operate.

Throughout May 2025, thousands of Kenvuers came together in 21 markets across six continents to support causes driven by the Company's commitments, logging more than 7,000 hours of volunteer hours, building stronger connections with their communities, and demonstrating the power of everyday care in action. This represents four times more participation compared to the program's inaugural year in 2024. Kenvuers helped deliver approximately 22,000 hygiene kits, containing more than 110,000 products from our brands to support the health and well-being of vulnerable communities, including those affected by natural disasters, homelessness, and conflict.

In addition to Kenvue Cares Week events, Kenvuers' volunteer efforts in 2025 included:



Brazil:

More than 40 Kenvuers volunteered for the Bridge to Employment program, helping guide, support, and encourage vulnerable or at-risk students from the public education system to stay in school.



Europe:

Nearly 250 Kenvuers from seven Central European countries participated in our annual Clean-Up Day, collecting approximately 1,500 kilograms (3,300 pounds) of litter from their local towns and municipalities.



United States:

During our national sales meeting, approximately 300 volunteers worked with Houston Food Bank to pack 2,660 care kits with Kenvue products and more than 25,000 pounds of food for distribution to 1,600 community partners.

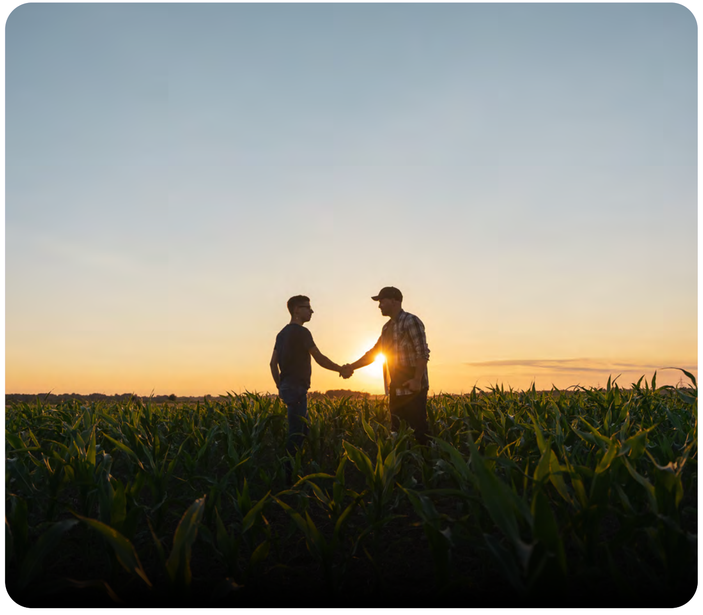


India:

Approximately 150 Kenvuers volunteered across initiatives to pack and distribute food kits to 3,000 people facing food insecurities; clean up 200 kilograms (440 pounds) of plastic waste from Juhu Beach in Mumbai, which will be upcycled into furniture for a school; and to upcycle plastic bottles into decorations for a vertical garden at Baddi Plant, Himachal Pradesh.

Human rights

We believe that protecting human rights is fundamental to our mission of supporting healthier lives. Guided by the United Nations (U.N.) Guiding Principles on Business and Human Rights, we integrate human rights considerations into our operations and across our value chain, with the aim to prevent, mitigate, and remediate risks. We work closely with our suppliers, business partners, and other stakeholders to uphold ethical sourcing, fair labor practices, and safe working conditions. Through due diligence programs, collaboration, and responsible business practices, we aim to help create a value chain that not only delivers trusted products but also contributes to a more just and sustainable world.



Human rights are inherent to all human beings, and include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, and the right to work and education, among others. At Kenvue, we believe that human rights must be respected and that business, in addition to government, has an important role to play in preserving them, including by:

- Respecting the dignity of fair and safe work
- Following the principles of internationally recognized human rights standards, including the International Bill of Human Rights, the International Labour Party Organization's Declaration on Fundamental Principles and Rights at Work, and the U.N. Guiding Principles
- Doing our due diligence through policies, processes, training, and management systems to identify and address human rights-related risks

Global management approach

Our Position on Human Rights outlines the Company's commitment to respecting and promoting human rights across our business operations and value chain worldwide. We recognize that human rights due diligence is a continuous process, and our policies, procedures, training, and management systems help us to identify and address evolving human rights-related risks.

Our Global Human Rights and Modern Slavery Statement is aligned with modern slavery disclosure regulations in markets where we operate, including Australia, California, Canada, Norway, and the U.K., and outlines the steps we take to identify, assess, address, and prevent modern slavery and human trafficking in our operations and supply chain. We update the statement annually to reflect Kenvue's activities in the prior year as per the applicable regulatory requirements.

Supplier Code of Conduct

We are committed to doing business with suppliers who uphold the same high standards of integrity, ethics, and responsible business practices, including complying with applicable laws and regulations, in the countries in which we, and our suppliers, operate.

Our Kenvue Supplier Code of Conduct (SCOC)—available in nine languages, including English – sets forth the values, principles, and expectations regarding the ethical, social, and environmental conduct we expect from our suppliers. In addition to adhering to the expectations outlined in the SCOC, we expect our suppliers to uphold similar requirements in their own business partnerships, encouraging our partners to cascade expectations to their suppliers, and to make reasonable efforts to disclose information to Kenvue, where relevant.

We monitor and audit our suppliers for compliance with our SCOC, and in support of international standards. We also ask suppliers to share relevant data with us, including on supply chain transparency, for example. Through direct engagement with our suppliers, we have greater visibility into our supply chain and are better prepared to comply with applicable legal and regulatory requirements.

Progress through collaboration

We are a member of the Business for Social Responsibility (BSR) Human Rights Working Group, a collaboration that supports companies across industries in implementing the U.N. Guiding Principles. The working group provides a forum for members to highlight emerging human rights topics and to share best practices for human rights due diligence (HRDD). The group also gives Kenvue access to tools, frameworks, and resources to help us advance our human rights practice.

We are also a member of AIM-Progress, a global forum of leading fastmoving consumer goods companies and common suppliers sponsored by the Association des Industries de Marque (AIM), the European Brands Association. AIM-Progress aims to promote responsible supply chain and sourcing practices covering labor and human rights, capability-building, and mutual recognition of social compliance audits. In 2025, we participated in a benchmark exercise led by AIM-Progress. Through our responses to a member survey, we were able to assess the maturity of our responsible sourcing program compared with our peers. We are taking these insights into consideration as we continue to enhance our strategy.

Human rights impact assessment and salient topics

Our Human Rights Impact Assessment (HRIA), conducted in 2024, identified potential human rights risks and impacts across our value chain including upstream, owned operations, and downstream impacts. The HRIA's findings have been used to enhance our processes to prevent, mitigate, and remediate (as needed) any negative effects on individuals and communities.

Through the HRIA, we identified seven salient human rights topics for our company. Each topic is addressed in our Code of Conduct and SCOC and managed by appropriate teams within Kenvue (e.g., human resources, procurement, and EHS, etc.).

Our salient human rights topics

- Safe and healthy workplace
- Product quality and safety
- Responsible recruitment and freedom from forced and child labor
- Fair wages
- Working hours
- Freedom of association and collective bargaining
- Nondiscrimination and anti-harassment

Due diligence

We've also established an HRDD framework aligned with the U.N. Guiding Principles and OECD Guidelines for Multinational Enterprises (the "OECD Guidelines") from the Organization of Economic Co-operation and Development (OECD). These international principles and guidelines recognize that HRDD is an ongoing, iterative, and collaborative process that requires strong collaboration with rightsholders and third parties. In this context, the OECD Guidelines take an integrated approach, covering both human rights and environmental impacts. As we continue to integrate our strategies across climate, nature, and water (see page 37), we are also working towards a more integrated due diligence approach that brings together both human rights and environmental risk to support alignment with internationally recognized expectations and prepare for regulatory requirements including the European Union Corporate Sustainability Due Diligence Directive.



Governance

Our cross-functional Human Rights Steering Committee includes representatives from legal and compliance, procurement, human resources, sustainability, integrated risk management, global corporate affairs, the commercial business, internal audit, and finance. The Committee meets at least twice a year and as needed and is responsible for overseeing action plans for the Company's salient human rights topics, which support regulatory compliance, due diligence, ongoing monitoring, external human rights and modern slavery reporting rights, and related policies and risk management programs. Updates are provided to Kenvue leadership and the Board of Directors as part of the Board's sustainability oversight responsibilities (see page 8 for more details).

We are also developing tailored human rights training and awareness programs for employees with a priority focus on procurement and other functions that may have more proximity to potential human rights impacts.

Working with our suppliers

We work with a complex global network of suppliers that are critical to our business success. We manage a system for supplier selection, engagement, education, assessment, and auditing to maintain our safety, quality, and ethical sourcing standards. Our sustainable sourcing program is intended to uphold human rights and reduce environmental impacts throughout our supply chain.

As part of our supplier selection and engagement process, we provide procurement teams with guidance and tools to incorporate environmental, social, and governance (ESG) considerations into supplier requests for proposals, including through standardized, risk-based questionnaires and templates integrated into our e-sourcing system. In 2025, we further strengthened our supplier expectations by introducing an ESG annex for inclusion in key supplier agreements, outlining our ESG requirements, including those pertaining to human rights.

Supplier audits

We conduct two types of supplier audits: EHS audits and responsible sourcing audits (also called social audits). Suppliers are identified for audits based on an overall risk assessment that incorporates scores from ESG rating agency EcoVadis; the types of goods and services the supplier provides (industry risk); and where the supplier is located (geographic risk).

- **EHS audits.** The EHS team at Kenvue conducts most of our supplier EHS audits using a protocol based on our Responsible External Supply Chain EHS standard, which defines the EHS requirements for external suppliers, including risk reduction and the prevention of supply chain interruption. For applicable high-risk suppliers we conduct audits using the Pharmaceutical Supply Chain Initiative (PSCI) Audit Report Template. In 2025, we conducted 62 EHS audits, including audits conducted for new suppliers. In some cases, third-party firms conduct EHS audits on behalf of Kenvue, or we accept PSCI audit reports provided by suppliers.
- **Responsible sourcing audits.** The Company engages an accredited external firm to conduct audits according to the SEDEX Members Ethical Trade Audit (SMETA) 4-pillar Guidelines, or equivalent standards. A SMETA 4-pillar audit includes an assessment of labor standards; health and safety; management systems; human rights; recruitment; entitlement to work; subcontracting and homeworking; environmental performance; and business ethics.

In 2025, we initiated a refresh of our formal supplier responsible sourcing audit program, with the objective of strengthening our approach to identifying and managing sustainability risks – particularly labor standards, working conditions, and human rights – within our global supplier base. This work includes:

1. Supplier segmentation and selection based on risk
2. Evaluating existing audit reports (mutual recognition)
3. Coordinating audit requests
4. Enhancing corrective action protocols
5. Providing analytics, recommendations, and training based on findings

The refreshed program is planned for rollout in 2026 and will introduce an enhanced process for escalating human rights impacts within our supply chain. An accredited third party was engaged to support this work.

Addressing nonconformances

We aim to maintain long-term, strategic relationships with suppliers and work with them to resolve audit findings and support continuous improvement. We provide post-audit supplier support, which may include technical visits or expert training and best practice sharing, as well as business reviews with direct coaching and guidance. We also track and monitor corrective action plan progress, as needed.

Where necessary, and depending on the severity of the issue, we may escalate our response accordingly. If during an audit we identify nonconformances with our SCOC or other relevant Kenvue standards, we communicate those findings and share our expectations with the audited supplier. The supplier is required to document a plan for time-bound corrective actions and demonstrated resolution. If we identify a critical nonconformance, we expect suppliers to resolve the issue in a timely manner. If the supplier fails to rectify any nonconformances, we may withdraw business or, if it's a new supplier candidate, decline to work with them.



Healthy Planet

Climate

We are committed to proactively addressing Earth's changing climate through our business practices. We recognize that healthy people and a healthy planet are interconnected, and our efforts to reduce environmental impact can help support a healthier future.

Our strategy for climate action is centered on a transition toward net zero and is built on a portfolio of initiatives aimed at reducing our carbon footprint across our value chain, enhancing operational efficiency, and building resilience in the face of climate-related risks. It is integrated into our product innovation, enterprise risk management, and capital allocation processes, ensuring climate considerations are embedded in decision-making across functions.

Global management approach

Guided by science and aligned with global frameworks such as the Paris Agreement, the Science Based Targets initiative (SBTi), and the International Financial Reporting Standards S2 Climate-related Disclosure Standard issued by the International Sustainability Standards Board, our approach focuses on:

- **Climate mitigation:** We are working to reduce GHG emissions across our operations and value chain by improving energy efficiency, transitioning to renewable energy, innovating product formulations, redesigning packaging, optimizing transportation, and supporting suppliers to do the same.
- **Climate resilience and adaptation:** We identify and assess climate-related risks and opportunities through our Task Force on Climate-Related Financial Disclosures (TCFD)-aligned process and integrate them into our enterprise risk management, business planning, and capital allocation. We are strengthening our ability to adapt to physical climate risks such as extreme weather events, water stress, and supply chain disruptions.
- **More sustainable products and packaging:** Our commitment to more sustainable design practices and circular solutions helps to minimize waste and reduce lifecycle emissions. We focus on sourcing materials more responsibly and designing for a lower carbon footprint, increasing recyclability or reuse.
- **Stakeholder engagement:** Through collaboration with suppliers, industry partners, and non-governmental organizations, we advocate for policies and practices that support a low-carbon economy and drive collective impact.

Our climate strategy is embedded in how we operate, innovate, and grow. By integrating climate considerations into product design, supply chain management, risk planning, and stakeholder engagement, we are building a more resilient business that delivers everyday care in a changing world.

Climate resilience and adaptation

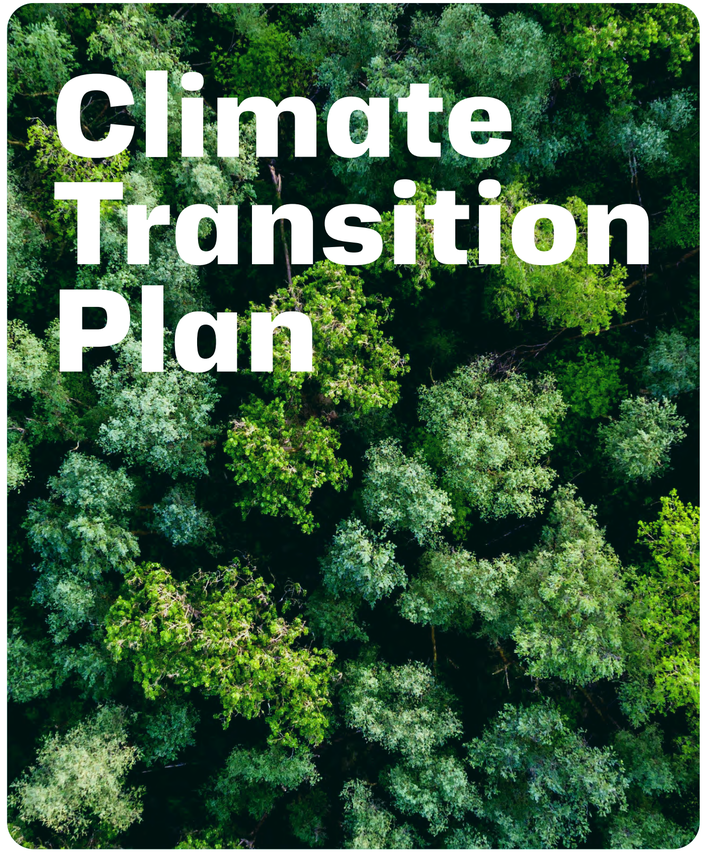
We proactively identify and assess climate-related risks and opportunities and integrate them into our business planning to safeguard our operations, supply chain, and the communities we serve.

We completed a comprehensive assessment of climate-related risks and opportunities following the TCFD recommendations and guidance to explore and quantify the potential impacts of a changing climate on our business operations, value chain, marketed products, and strategic priorities. The climate scenario analysis integrated short-term, medium-term, and long-term horizons, as well as various temperature pathways, to evaluate both physical and transition risks.

During the TCFD scenario analysis, we developed an inventory of potential climate-related risks and opportunities that our internal subject matter experts assessed for likelihood of occurrence, potential financial impact, and alignment with our business objectives. For more information on our scenario analysis, governance structure for climate-related decision-making, and the potential business implications of key climate-related risks and opportunities, refer to our 2023 TCFD report. As a result of the scenario analysis, we identified a subset of five climate-related risks and opportunities that could have a potential financial impact on Kenvue:

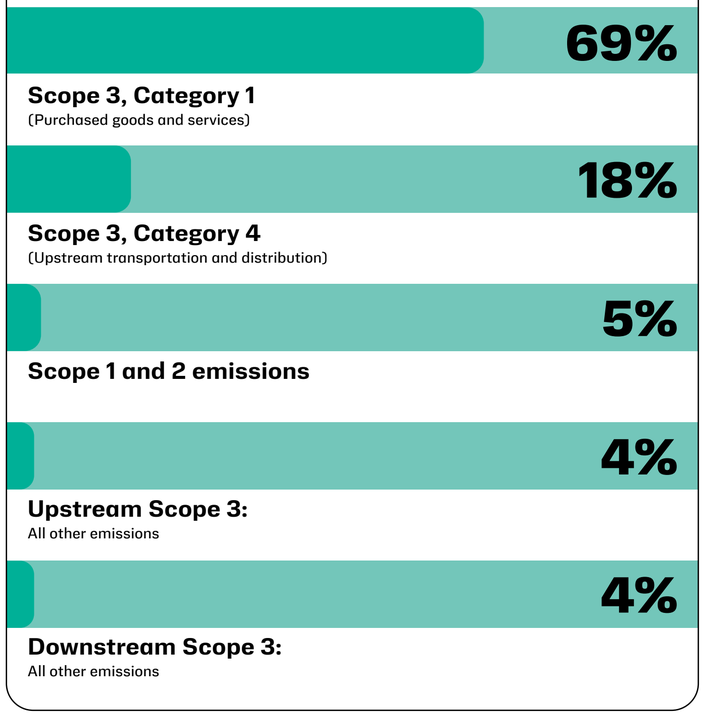
- Weather-related physical damage to Kenvue-owned facilities
- Business disruptions at Kenvue-owned facilities and suppliers due to extreme weather and climate-related events
- Increased raw material prices
- Carbon pricing and carbon taxes
- Increased product sales

These insights directly informed our climate strategy and helped us prioritize strategic focus areas and decarbonization levers to reduce GHG emissions and build resiliency. These inputs formed the foundation for our **Climate Transition Plan**, which can be found in the following pages, and which outlines the Company's strategy to decarbonize our operations and value chain in support of our near-term targets.



When setting our near-term targets, we considered our emissions profile to determine what we should prioritize in the coming years to make progress toward our long-term ambition of net zero emissions. We compiled our GHG emissions inventory in accordance with the GHG Protocol and received limited assurance provided by an independent third party for our Scope 1, 2, and 3 base years' data.[1]

Kenvue's 2022 emissions profile[2] (%)



Our near-term targets

Our near-term Scope 1 and 2 emissions reduction targets and Scope 3 supplier engagement target have been validated by the SBTi. We aim to achieve both of these by the end of the fiscal year associated with each target year and plan to publish our progress in the subsequent year.

Our Scope 1 and 2 target and baseline

Our Scope 1 and 2 target positions us to reduce our GHG emissions in line with the Paris Agreement goal to limit global temperature rise to 1.5 degrees Celsius above pre-industrial levels. This target applies to all Kenvue-owned facilities where Kenvue has operational control, regardless of building type; all leased facilities used for manufacturing and/or research and development; and leased, non-manufacturing and/or non-research and development facilities where the facility is greater than 50,000 square feet and where Kenvue has operational control. The 2020 base year and all subsequent reporting years include all facilities aligned to Kenvue's structure upon our establishment as a fully independent company in August 2023 and do not include any operational or organizational exclusions. This boundary aligns with the GHG Protocol's operational control approach and reflects our commitment to comprehensive emissions accounting.

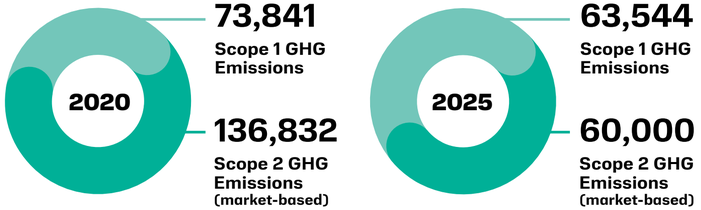
The target boundary for our absolute Scope 1 and 2 GHG emissions reduction target includes land-related emissions and removals from bioenergy feedstocks.

Our near-term, SBTi-validated targets:

Scope 1 and 2:
Reduce absolute GHG emissions 42% by 2030 from a 2020 base year

Scope 3:
75% of our suppliers by emissions covering purchased goods and services, and upstream transportation and distribution, will have science-based targets by 2028

Scope 1 and 2 baseline emissions (MT CO_2e)



[1] Our assurance statements can be found on our website.

[2] 2022 is base year for Kenvue's Scope 3 target.

Our Scope 3 target and baseline

Given the outsized impact of Scope 3 emissions on our total emissions, a successful transition to net zero requires us to support our value chain partners in setting and achieving their own science-based climate goals. Our SBTi-validated Scope 3 supplier engagement target covers suppliers aligned with our two largest categories of Scope 3 emissions, Category 1 and Category 4, which respectively represented 69% and 18% of our total (Scope 1, 2, and 3) GHG emissions and combined represented 68.9% of our Scope 3 GHG emissions in our target's 2022 base year.

- **Category 1 (Purchased goods and services) emissions** are upstream emissions from suppliers extracting the raw materials or producing the final materials, products, or services purchased by Kenvue.
- **Category 4 (Upstream transportation and distribution) emissions** are from activities to transport finished products either manufactured by or paid for by Kenvue.

Scope 3 supplier engagement target progress	2022	2023	2024	2025
Percent of our suppliers by emissions covering Category 1 (Purchased goods and services) and Category 4 (Upstream transportation and distribution) that have science-based targets	19%	21%	28%	35%



Kenvue electric truck, Canada

Our long-term net zero ambition

We have committed to set long-term, company-wide emissions reduction targets to reach net zero by 2050 in line with climate science. We believe that our near-term, SBTi-validated targets lay the foundation for progress toward our net zero efforts. This effort will be supported by interim milestones, investment plans, and technology roadmaps to ensure measurable progress.

Our long-term net zero target will be informed by SBTi's Corporate Net-Zero Standard, which is currently undergoing revision. SBTi has offered opportunities for companies to shape the development of the Standard.

In 2025, we participated in SBTi's first engagement opportunity, which involved providing input on the draft standard via a survey, and volunteered to participate in pilot testing a near-final version of the draft standard.

Other climate-related targets

In addition to our SBTi-validated near-term targets, other Healthy Lives Mission goals and commitments aim to help advance emissions reductions within our operations and value chain. These goals are detailed in the Implementing our climate strategy chapter. Please see goals chart on page 7 for more detail.

Implementing our climate strategy

Our decarbonization pathway

Our decarbonization pathway is underpinned by key strategic levers focused on our operations and value chain.

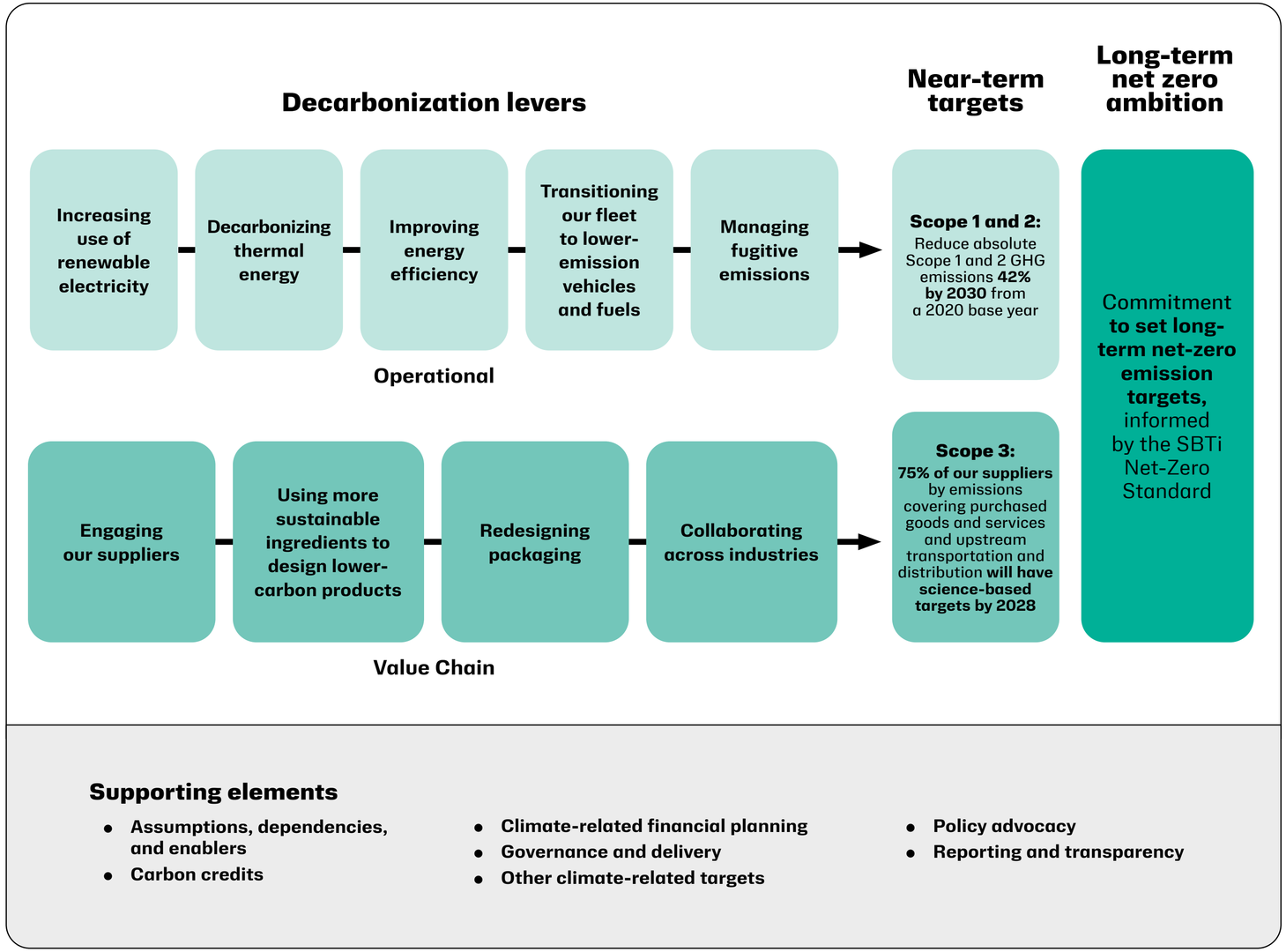
Our systems-thinking approach to decarbonization

We used a systems-thinking approach to develop our climate transition plan. To reveal emissions hot spots and leverage points, we mapped our 2024 GHG emissions inventory as interconnected flows. This exercise allowed us to identify the key emission sources where we can drive the greatest impact.

While this report focuses on how we plan to achieve our near-term, SBTi-validated targets, our net zero strategy will consider how decarbonization levers may touch multiple parts of the value chain or have systemic ripple effects.



Kenvue Virtual Power Purchase Agreement, Campillo II Wind Farm, Aragon, Spain



Decarbonizing our operations

The majority of our Company's Scope 1 and 2 GHG emissions are from electricity use. Emissions from electric power represented 60% of our total market-based Scope 1 and 2 emissions in 2020 (the base year of our near-term, science-based target), and 48.6% in 2025. Our emissions from natural gas and ancillary fuels represented 35% in 2020 and 42.9% in 2025. The remaining Scope 1 and 2 emissions were from our fleet (2020: 4%)/(2025: 3.8%) and fugitive emissions (2020: 1%)/(2025: 4.6%).

Based on our emissions profile, we identified five key levers to deliver on our near-term Scope 1 and 2 target and support our long-term net zero ambition:

- Increasing use of renewable electricity
- Decarbonizing thermal energy
- Improving energy efficiency
- Transitioning our fleet to lower-emission vehicles and fuels
- Managing fugitive emissions

These levers were prioritized based on cost-effectiveness, feasibility, and emissions-reduction potential, and are embedded in our capital planning and facility-level investment decisions. Increasing use of renewable electricity, decarbonizing thermal energy, and improving energy efficiency are our most impactful operational decarbonization levers, as they represented approximately 95% of our market-based Scope 1 and 2 GHG emissions in 2020 and 92% in 2025.

Each facility in our operating footprint has developed an individual decarbonization roadmap that supports our near-term Scope 1 and 2 target and our commitment to use 100% renewable electricity for our operations by 2030. Roadmaps include actions to reduce emissions and increase efficiency, as well as consider the facilities' energy demand requirements, current assets, and equipment. Facility-level plans also include timelines, budget allocations, and responsible teams, and are reviewed regularly as part of our HLM governance process. Decarbonization assessments may be included in the roadmap, which are used to validate assumptions and identify additional opportunities.

These plans roll up into regional and global roadmaps for 2025-2030. Our Chief Operations Officer oversees our Scope 1 and 2 decarbonization efforts and reviews progress quarterly. See page 8 for more on our governance model.

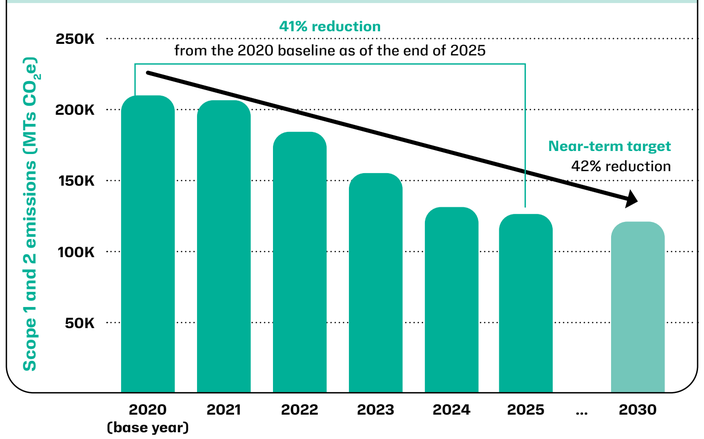
Scope 1 and 2 GHG emissions reduction pathway

Our Scope 1 and 2 GHG emissions reduction pathway demonstrates how we anticipate our levers will contribute to our near-term, science-based target. Based on our current operating model and performance trajectory, we are on track to exceed our near-term target

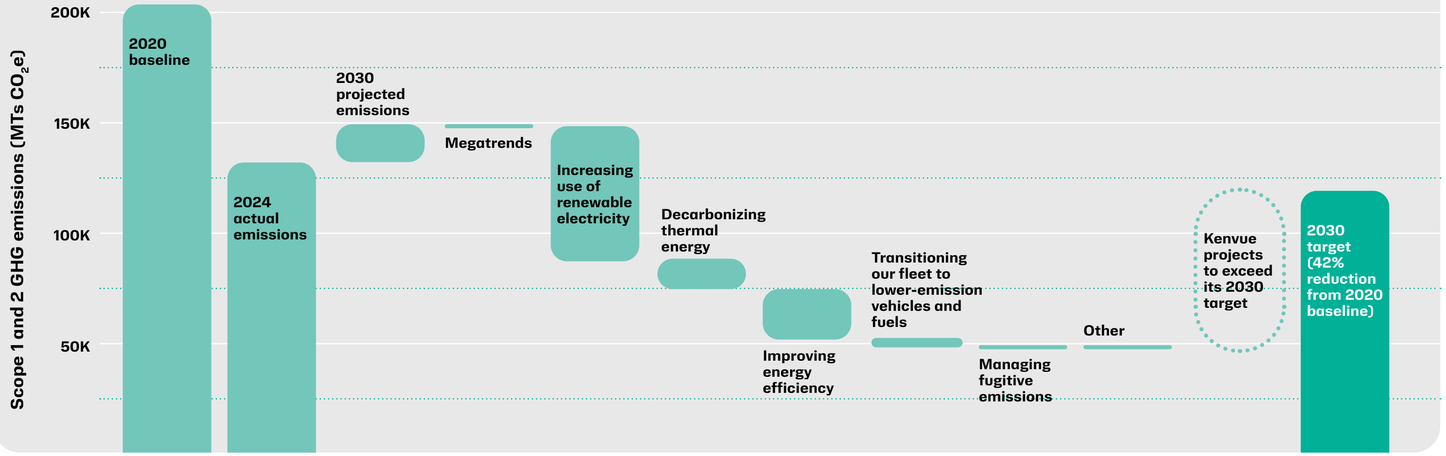
Increasing use of renewable electricity

Increasing our use of renewable electricity will most significantly contribute to the emissions reductions needed to achieve our near-term target to reduce absolute Scope 1 and 2 GHG emissions by 42% by 2030 from a 2020 base year.

Emissions reduction trajectory of our Scope 1 and 2 science-based target[1]



Climate transition plan waterfall[2]



[1] Our emissions reductions are cumulative and have been adjusted to account for operational changes.

[2] Kenvue's 2030 projected emissions are calculated using a business growth of 2%.

Renewable electricity target

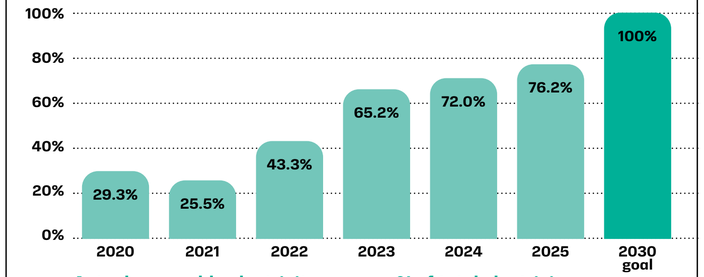
Use 100% renewable electricity for our operations by 2030

We have a goal to use 100% renewable electricity for our operations by 2030 and identified four main sourcing options to achieve our goal. Our facilities evaluate these options using a decision matrix that considers cost, emissions impact, regulatory feasibility, and resilience benefits. We have incorporated these options into site, regional, and global roadmaps for 2025–2030.

- **Implementing onsite solar:** Kenvue considers regulatory, resilience, and/or cost savings factors when evaluating which sites should install solar photovoltaic systems. We also assess grid carbon intensity and local incentives to optimize deployment.
- **Establishing offsite power purchase agreements:** We may use direct power purchase agreements (PPAs) or virtual power purchase agreements (VPPAs) to procure offsite renewable energy.
- **Engaging in green retail contracts:** A green retail energy contract is a formal agreement that allows a company to purchase some or all its electricity from renewable sources, such as solar, wind, or hydropower.
- **Purchasing energy attribute certificates (EACs):** In some regions, and from some electricity retailers, it is possible to purchase renewable energy in the form of EACs "bundled" together with electric power. These opportunities are offered in regulated grid regions as green tariff programs, and in deregulated grid regions, they are often branded products sold by the individual power retailer. We prioritize bundled EACs and green tariffs over unbundled certificates to ensure additionality and credibility. Where we need to purchase unbundled renewable energy certificates (RECs), we seek the ability to fully trace the certificates back to the projects that generate them and conduct a thorough due diligence process during the request for proposal phase.

Our renewable electricity commitment and regional consumption targets have helped drive significant progress in our renewable electricity procurement since 2020. In 2025, we sourced approximately 76.2% of our total electricity needs from renewable sources, up from 29.3% in 2020. This represents a combination of electricity generated by our 21 fully operational onsite solar systems in 14 countries, as well as 13 contracts procuring offsite renewable electricity. Our internal energy and Scope 1 and 2 GHG emissions management process standard operating procedure details our methodology for the tracking and management of all renewable electricity instruments used by Kenvue facilities.

Progress toward our renewable electricity use goal



Actual renewable electricity use as a % of total electricity use

Decarbonizing thermal energy

Our thermal energy decarbonization lever is critical for reducing emissions related to heating and cooling our facilities (i.e., emissions from gas boilers, diesel generators, etc.), which represent a large portion of our Scope 1 footprint. Our key thermal energy decarbonization actions include:

- **Switching to lower-carbon fuels:** To reduce Scope 1 GHG emissions, we are in the process of developing plans to replace or upgrade equipment that uses higher-carbon fuels like natural gas and other fossil fuels with equipment that uses lower-carbon fuels, like biogas, biomethane, or biomass. This process includes feasibility studies, cost-benefit analyses, and pilot programs at select facilities.
- **Electrifying heating and cooling:** We plan to continue installing and assessing opportunities to install heat pumps to reduce our Scope 1 emissions from conventional heating technologies like gas-powered boilers. Heat pumps provide both heating and cooling to a building by using electricity to extract and transfer heat from a cool space to a warm space.

Renewable electricity by region 2025

North America	**69.2%**
Europe, Middle East, and Africa	**81.2%**
Latin America	**100%**
Asia Pacific	**62.1%**
Total	**76.2%**

Our facility-level decarbonization assessments include a review of the facility's equipment and heating and cooling systems to identify opportunities to install heat pumps or to replace industrial equipment (e.g., chillers and boilers) with equipment that uses renewable fuels. More information on our decarbonization assessments and facility decarbonization roadmaps is available in the Decarbonizing our operations section.

Our co-generation system in Puerto Rico

Our co-generation system in Las Piedras, Puerto Rico, allows for thermal energy and electricity to be produced simultaneously. Our system includes two new, highly efficient engines that produce electricity, steam, and heat used by the manufacturing facility. While the engines currently operate using natural gas, they can be modified to operate using biogas and bio-methane, should these renewable fuels become viable locally.


Kenvue manufacturing site, Thailand

Improving energy efficiency
With 48.6% of our Scope 1 and 2 GHG emissions being attributed to electricity use, four key actions were identified to improve energy efficiency:

- **Conducting onsite energy and decarbonization assessments:** We conduct onsite energy and decarbonization assessments at select facilities, reviewing each facility's full end-to-end processes to identify opportunities to improve energy efficiency and advance decarbonization.
- **Implementing efficiency projects:** Our facilities are planning energy efficiency projects in accordance with their decarbonization roadmaps. Examples of projects include upgrading to high-efficiency equipment, implementing site-wide energy metering, or implementing heating, ventilation, and air-conditioning setting and design modifications.
- **Building energy management capabilities:** We are enhancing our energy management standard and processes through a combination of a) ISO –50001:2018 certification in key locations; b) learnings from site-level energy efficiency and decarbonization assessments; c) expansion of asset level energy metering; and d) advanced automation systems. We are also centralizing capabilities and learnings, scaling best practices globally and building roadmaps specific for each site to keep advancing the way we identify, monitor, implement, and follow up on initiatives related to energy efficiency and decarbonization.
- **Sharing best practices:** To enable effective project execution, we have established a global best practices library to share examples of successful energy efficiency projects across all facilities. This library will be incorporated into our operational excellence playbook to further embed these principles into our day-to-day operations.

Transitioning our fleet to lower-emission vehicles and fuels
Our fleet emissions represented 4% of our total Scope 1 and 2 GHG emissions in the 2020 base year. Our fleet comprises sales and company cars. We are in the process of developing a strategy for transitioning our fleet to lower-emission vehicles and fuels, including conducting fleet inventory analyses, regional infrastructure assessments, and total cost of ownership modeling for electric and alternative fuel vehicles.

Managing fugitive emissions
Emissions from refrigerants, also known as fugitive emissions, represented 1% of our total Scope 1 and 2 GHG emissions in the 2020 base year. To better manage these, we are deploying an internal environmental, health, and safety (EHS) performance standard for refrigerant management. This standard is aligned with ISO 14001:2026 and incorporates best practices from industry benchmarks and regulatory frameworks.

Decarbonizing our value chain

Approximately 95% of our total GHG emissions are Scope 3 emissions. Our largest sources of emissions, Category 1 (Purchased goods and services) and Category 4 (Upstream transportation and distribution), represented 69% and 18% respectively of our total (Scope 1, 2, and 3) GHG emissions in 2022 (the base year for our Scope 3 target); and 74% and 13% respectively in 2025. We aim to reduce these emissions through our near-term, SBTi-validated target for 75% of our suppliers by Category 1 and Category 4 emissions to have science-based targets by 2028.

Based on our emissions profile, we identified four value chain levers to deliver on our near-term Scope 3 target and support our long-term net zero ambition:

- Engaging our suppliers
- Using more sustainable ingredients to design lower-carbon products
- Redesigning packaging
- Collaborating across industries

As our net zero strategy progresses, we may identify and incorporate additional decarbonization levers to accelerate emissions reductions and strengthen climate resilience.

Advancing more sustainable transportation: Canada and China launch electric truck pilots

In 2025, Kenvue made significant strides in reducing transportation emissions by adopting electric **trucks** in two major markets. In China, we partnered with Rokin Logistics to establish a dedicated electric vehicle route for transporting Listerine® from the Shanghai manufacturing facility to the Suzhou distribution center, covering approximately 100 kilometers (62.1 miles).

Meanwhile, Kenvuers in Canada launched a pilot program with fuel transport to create electric truck delivery routes connecting their Brampton, Ontario, distribution center with key customer and supplier locations. This program covers about 100 kilometers per loop and involves around 940 shipments annually. Although these initiatives are a small fraction of the Company's total Scope 3 emissions, they represent important steps toward achieving a lower-carbon supply chain and align with our Healthy Lives Mission.

Please see page 86 for data definitions and goals & commitments parameters.

Engaging our suppliers
Given the outsized impact of Scope 3 emissions on our total emissions, engaging with our supplier base is a critical step on our decarbonization journey.

To address Scope 3 indirect upstream GHG emissions, we developed our Supplier Climate Action Program. Sponsored by our Chief Procurement Officer, the Supplier Climate Action Program aims to enable top suppliers, by emissions, to advance their climate action journey and build the capabilities needed to set their own science-based climate targets – and begin to manage their emissions strategically.

Kenvue actions

- **Prioritize suppliers by climate maturity:** Integrate the supplier's climate maturity into procurement decisions and define actions and supplier engagement approach for each climate maturity level.
- **Communicate clear climate expectations:** Share expectations based on maturity level and establish contractual requirements linked to climate action.
- **Build capability:** Implement sustainability training programs for Kenvue procurement teams and for suppliers based on their climate and sustainability maturity.
- **Drive supplier climate accountability:** Integrate sustainability performance, climate action, and responsible sourcing expectations into supplier agreements and ensure their consistent application across our value chain.

Supplier actions

In 2025, we identified approximately 300 target suppliers representing 75% of our Category 1 and Category 4 emissions. We encouraged these suppliers and others to take a four-phase approach to climate action:

1. **Collect and report data:** Report environmental data via a recognized public reporting organization, such as CDP or EcoVadis.
2. **Set targets:** Set science-based targets validated by SBTi.
3. **Mobilize plans:** Establish actionable plans and mobilize them to deliver set targets.
4. **Track progress:** Track climate action progress via recognized reporting platforms, such as CDP or EcoVadis.

Supplier Climate Action Playbook
To empower our suppliers to set science-based targets and help us achieve our supplier engagement target, we developed our Supplier Climate Action Playbook. The playbook provides insights and lessons to help our partners implement concrete sustainability actions. It guides companies in mapping their carbon footprint, developing sustainability strategies, and creating action plans to reduce Scope 1, 2, and 3 emissions. The playbook is especially helpful for those starting their sustainability journey and serves as a benchmarking tool for more advanced companies to enhance their practices in a meaningful way. The playbook is updated annually and shared publicly on Kenvue.com.

The Supplier Climate Action Playbook also provides details on the Energize program, a collaborative partnership between Kenvue and other healthcare companies to educate suppliers about renewable energy adoption and contracting.

Using more sustainable ingredients to design lower-carbon products
A more sustainable ingredient is one that is produced and used in ways that minimize negative environmental and human health impacts throughout its life cycle. This includes chemicals derived from renewable or more responsibly managed resources, and ingredients manufactured using processes that minimize energy use, emissions, and waste generation; with low toxicity and minimal risk to ecosystems; and designed to be biodegradable and recyclable.

Using more sustainable ingredients is a key lever for decarbonizing our value chain. Read more about what we are doing on pages 17 and 58.



Sourcing more sustainable ingredients
We aim to source key ingredients from suppliers that implement specific practices to reduce the GHG emissions associated with our ingredients and support carbon sequestration in soil and forests. To achieve this, we seek to collaborate with suppliers represented in our supplier engagement decarbonization lever. Our Supplier Code of Conduct and Position on Sustainable Sourcing support and share our expectation that Kenvue suppliers operate in a more sustainable and environmentally responsible manner. For example, palm oil plantations have expanded in recent decades to meet growing global demand, raising stakeholder concerns about palm oil cultivation and its links to the destruction of forests and peatlands, which act as carbon sinks and play an important role in mitigating climate change. While Kenvue only sources a very small amount of palm oil derivatives, we see an opportunity to do so responsibly and with an objective to help protect biodiversity, and reduce emissions associated with deforestation. Read more about our approach to palm on page 48.

Innovating toward less carbon-intensive product formats and formulations
We created the Sustainable Innovation Profiler to enhance the development of less-carbon intensive products. This tool allows for the assessment of the environmental performance of product prototypes against four scientific principles: product environmental footprint; product carbon footprint; green chemistry; and packaging circularity. Read more about our actions to decarbonize our ingredients and deliver lower-carbon product formats and formulations on page 58 and 59.

Redesigning packaging
Minimizing our plastic footprint, sourcing certified or verified recycled paper and wood fiber packaging, and advancing circular solutions to keep materials in use and out of waste streams are critical levers to reduce our Scope 3, Category 1 (Purchased goods and services) emissions, including forestry, land use, and agricultural activities emissions (FLAG). Our packaging goals and commitments help support GHG emissions reductions and our plastics commitments are aligned with the Ellen MacArthur Foundation's Global Commitment, to which Kenvue is a signatory. Read more about our efforts to reduce the impact of our packaging on pages 61 and 62.


Kenvue manufacturing site

Collaborating across industries
We recognize the critical role of collaboration in driving progress toward our sustainability goals and advancing collective climate action. We participate in several coalitions aimed at addressing climate challenges across industries and implementing sustainable practices, including the WWF Climate Business Network, WWF Renewable Thermal Collaborative, and Forum for the Future Climate and Health Coalition.

Carbon credits
We are actively working to reduce our carbon footprint through an SBTi-validated approach and are committed to achieving near-term targets without the use of carbon credits. This approach aligns with best practices outlined in SBTi's Corporate Net-Zero Standard, which prioritizes direct emissions reductions before offsetting residual emissions. However, we acknowledge that carbon credits may play a role in meeting our long-term commitments, aligning with a strategy that prioritizes direct emission reductions while reserving credits for residual, unavoidable emissions. We will evaluate high-quality, nature- and technology-based removals for residual emissions, ensuring they meet recognized standards for permanence and additionality.

Climate-related financial planning

Delivering our Climate transition plan will require investment in operational expenditures and capital expenditures. A portion of our annual operations capital expenditure budget is planned to support decarbonization and climate resilience-building initiatives, including projects that improve energy efficiency, advance decarbonization, and enhance energy independence and resources optimization.

Our net zero strategy and its financial resourcing plan are still in development; however, we aim to identify and track spending aligned with our climate transition plan, helping demonstrate our financial commitment to integrate climate solutions into our business strategy.

Policy advocacy

In alignment with our Code of Conduct, Kenvue is committed to responsible and transparent engagement with policymakers and regulators worldwide. Our public policy advocacy is guided by the same principle that underpins our Healthy Lives Mission: advancing the well-being of people and the planet.

We advocate for evidence-based policies that support access to self-care, reduce environmental impact, and foster innovation in consumer health. Our advocacy efforts also support harmonization of climate disclosures, circular economy legislation, and incentives for renewable energy adoption. As part of our advocacy efforts, we engage directly with policymakers and indirectly through trade associations. We regularly review trade association policy positions and when we do not agree, we make our position known through our representatives within those associations, as well as through other public disclosures if relevant to our stakeholders and company advocacy efforts.

We engage with the following trade associations on climate policy and issues given the alignment between their positions on climate and our Healthy Lives Mission.

- European Brands Association (AIM®): AIM® represents manufacturers of branded consumer goods in Europe on key issues, including sustainability and advancing the goal of the Paris Agreement, that affect how brands design, distribute, and market their brands. Our engagement with AIM® has largely focused on the European Union's Corporate Sustainability Due Diligence Directive (CSDDD), Empowering Consumers for the Green Transition Directive (ECGT), Green Claims Directive (GCD), and Ecodesign for Sustainable Products Regulation (ESPR).
- Food, Health & Consumer Products of Canada (FHCP): We collaborate with FHCP, which engages with federal and provincial governments on regulations focused on plastic and plastic packaging, including extended producer responsibility (EPR). FHCP's plastics-related positions support our redesigning packaging decarbonization lever and plastics goals and commitments, and are aligned with the voluntary Ellen MacArthur Foundation's Global Commitment to advance a circular economy for plastic packaging. We also engage with FHCP on standards for substantiation of climate-related claims and anti-greenwashing provisions for consumer communications related to climate action, emissions reductions, and product environmental performance.

Governance and delivery

Board oversight

The Kenvue Board of Directors is ultimately responsible for oversight of our sustainability impacts, risks, and opportunities, and oversees the integration of our priorities and commitments, including those related to climate, into the Company's long-term strategy. This includes oversight of climate-related financial risks, as outlined in our TCFD report. The Board also receives an in-depth update on our Healthy Lives Mission priorities, including climate. More details about Board oversight, including individual committee responsibilities, can be found on page 8 and in the Company's 2026 Proxy Statement.

Management's role and responsibilities

Our Chief Executive Officer and relevant members of our leadership team have reviewed this report, and our Global Head of Sustainability will be responsible for the delivery of our climate transition plan. Read more about governance of the Kenvue sustainability strategy on page 8.

Building our climate competencies

Our Healthy Lives Mission e-learning program is a mandatory training program for all Kenvue employees. It empowers our employees to contribute to our sustainability priorities and helps translate them into actionable steps for every function.

In addition, we train employees on sustainable innovation practices, including designing lower carbon footprint products. Learn more on page 58. We also provide training for our packaging engineers, grounded in principles of circularity and reduced emissions. Learn more on page 17.

This report is underpinned by assumptions related to market conditions, technological advancement, regulatory frameworks, and access to financing. Read more about these assumptions on page 5, where you will also find our Cautionary note on forward-looking statements.

Nature

Nature and biodiversity are foundational to our products and operations – from the origin materials that inspire product innovation and provide hero ingredients to the clean water, fertile soil, and clean air that sustain our supply chains. We are working to help mitigate impacts on natural resources and better understand our dependencies to help build ecosystem resilience through our raw material sourcing, manufacturing, packaging, and distribution network.



Global management approach

We are working to integrate the outputs of our recently completed biodiversity impact assessment into our overall global sustainability strategy by combining the potential risks and opportunities identified from the assessment with those from our climate and water risk assessments to identify focus areas across our business. Please see page 8 for more detail.

In parallel, we currently focus our responsible sourcing strategy on two commodities where Kenvue can have an immediate impact in helping to contribute to more sustainable supply chains: wood fiber (paper packaging) and palm oil (derivatives used in some of our products).

Biodiversity Impact Assessment

We completed our first enterprise-wide biodiversity impact assessment in 2025. The assessment was aligned with global frameworks including the Taskforce on Nature-related Financial Disclosures (TNFD), the Science Based Targets Network, and the U.N. Convention on Biological Diversity.

As part of the assessment, we considered our upstream impacts (sourcing of specialty ingredients and commodities), our own operations (administrative offices, R&D), distribution centers, and manufacturing facilities), and downstream impacts (distribution and retail sales). Our objective was to identify both Kenvue impacts and/or dependencies on nature, as well as potential hotspots where potential risks might most likely occur in the future.

The assessment sought to understand how Kenvue interfaces with areas sensitive to biodiversity. We used TNFD's definitions of sensitive locations, which are: proximity to areas of high biodiversity importance; proximity to areas of high biodiversity vulnerability; and proximity to areas of high water stress. Using geolocation data, we mapped our 41 sites against criteria from more than 13 biodiversity datasets, including Conservation International's Biodiversity Hotspots; the U.N. Development Programme's Biodiversity Intactness Index; WWF's Forest Landscape Integrity Index; and the U.N. World Conservation Monitoring Centre's Critical Habitat Classification.

Results indicate that 16 of our sites are in areas considered to be "sensitive" to biodiversity, with a subset of those sites also in areas of high water stress and/or sensitive to physical climate risk. Findings also show that the largest nature dependencies we have are soil and sediment retention and water supply for our direct operations. Our largest nature impacts are from GHG emissions (upstream) and air pollution (downstream).

The assessment and subsequent results highlight the critical intersection of climate, water, and biodiversity and will help guide our deliberately interconnected climate-nature strategy, which you can read more about on page 37.

Preserving ecosystems in Guelph, Ontario

Our Guelph, Ontario, site has achieved certified silver status from the Wildlife Habitat Council (WHC), demonstrating its commitment to environmental leadership. Since its first certification in 2021, the site has implemented various habitat enhancements, including the installation of an owl nest box and the naturalization of landscaped areas, while also partnering with Trees for Guelph to plant native species with local students. Over the past three years, the site has increased its native plant species from 60 to 95 and doubled the abundance of pollinators, reflecting ongoing efforts to support sustainable ecosystems. Annual monitoring by a third-party environmental consultant ensures the site's compliance with WHC standards and substantiates its environmental impact.



Responsible wood fiber sourcing

We purchase paper and wood fiber products for our packaging and are committed to supporting more responsible forestry through our sourcing practices. Our Position on Responsible Wood Fiber Sourcing outlines our approach to support the transformations necessary to help protect the environment and the people in these supply chains.



Kenvue manufacturing site

At the end of 2025, we successfully converted all suppliers in our program to certified or verified recycled sources, meeting our goal of 100% conversion by 2025. This applies to the cartons, corrugated materials, and leaflets we purchase directly and includes Forest Stewardship Council (FSC®)-certified or recycled paper. When FSC®-certified or recycled content are not available, Kenvue policy allows sourcing from the Programme for the Endorsement of Forest Certification (PEFC). For 2025, 84% of our wood fiber packaging was FSC®-certified or recycled and 4% was PEFC.

Wood fiber assessment

We verify our progress toward 100% certified paper and wood fiber packaging through an annual wood fiber assessment, which measures the compliance level of paper-based packaging provided by our suppliers. Through questionnaires, we ask our suppliers to provide evidence of the percentage of paper-based packaging that is noncertified virgin, certified, or verified 100% recycled, while also increasing transparency regarding the origin of materials and supplier policies and practices to inform our sourcing priorities.

Supplier collaboration

Supplier collaboration plays an important role in helping us meet our sourcing goals. We strive to work with suppliers that share our values, comply with applicable laws and regulations, and adhere to our expectations for environmental stewardship, human rights and labor practices, supplier business conduct, transparency and traceability, and workplace safety. We expect our wood fiber suppliers to provide us with products that are:

- Harvested and traded in compliance with all national and local laws and international labor standards
- Harvested in a manner that respects human rights and traditional rights, including a commitment to secure the U.N.-recognized right to Free, Prior, and Informed Consent (FPIC) for activities that may affect the rights, land, resources, and livelihoods of Indigenous peoples and local communities
- Harvested in a manner that protects high-conservation value forests
- Not harvested from an area that is being converted to plantation or non-forest use
- Not developed on peatland
- Not from areas cleared of natural forest after December 31, 2020

Our due diligence process includes an additional focus on suppliers located in regions with a heightened risk of deforestation.

Traceability of wood fiber sources continues to present challenges in the industry, which is why we work with trusted partners to provide us with the third-party verification and expertise essential for enhancing supply chain transparency. In 2025, we became a founding member of Action for Responsible Timber Sourcing (ARTS). The mission of ARTS is to transform the timber sourcing sector by improving transparency, monitoring risks, engaging actors across the value chain, and generating on-the-ground impacts. One of ARTS' inaugural projects was a traceability campaign, which traced a large portion of our paper volumes back to mills. This increased visibility will help steer our sourcing decisions in a more responsible way.

Responsible palm oil sourcing

Palm oil is the most widely used vegetable oil in the world, mostly used in processed food products like margarine, chocolate, cookies, and snack food, as well as personal care products. Given the increasing global demand for palm oil, there is heightened scrutiny on the links between its cultivation and deforestation, and the associated impacts on biodiversity, people, and local communities.

Although Kenvue sources a comparatively small volume of palm-derived ingredients (less than 0.1% of global annual production of palm oil), we recognize the role we can play in supporting responsible palm oil production through enhanced transparency and industry collaborations.

Our Position on Responsible Palm Oil Sourcing outlines the approach we are taking to support the supply chain transformations that are necessary to protect the environment and the people who work in the palm oil supply chain.

The position further explains our expectations of suppliers to source palm oil from:

- A legal source, which meets the principles and criteria of the Roundtable on Sustainable Palm Oil (RSPO), or where a recognized equivalent certification has been implemented
- A plantation that meets the High Carbon Stock (HCS) Approach methodology, including High Conservation Value (HCV) and the principles of FPIC to protect the rights of Indigenous people
- Areas that have not been cleared of natural forest since December 31, 2020
- A supplier that protects peatlands, HCV areas, and HCS forest
- A supplier that does not use burning to clear land for either development or replanting
- A supplier that does not use forced, bonded, or child labor
- A supplier that respects the rights of all workers and local communities, including migrant workers, women workers, and those on temporary contracts or in the informal economy
- A supplier that respects and includes smallholders in its supply chain

Monitoring

We monitor supplier and producer conformance with our responsible palm oil sourcing expectations in a variety of ways:

- **Chain of custody audits** of our facilities, conducted by an RSPO-accredited third-party auditor to meet the requirements for source material management and documentation. Our global quality team typically leads these audits, using the RSPO Supply Chain Certifications Standards checklist. In 2025, we added four new sites to our RSPO multisite certification, expanding coverage to a total of 12 of our facilities: Baddi, India; Bangkok, Thailand; Cali, Colombia; Cheongju, South Korea; Dabao, China; Lititz, U.S.; Mandra, Greece; Petaling Jaya, Malaysia; Pomezia, Italy; São José dos Campos, Brazil; Shanghai, China; and Val-de-Reuil, France.
- **Supplier assessments** using the Sustainable Palm Index, an industry tool that rates the commitments, action plans, and achievements of our palm suppliers and identifies areas for improvement.

If we identify a nonconformance by a producer in our supply chain, we act based on the nature and severity of the violation, working with our direct supplier when possible, to remediate the nonconformance toward practices with our sourcing standards.

Action for Sustainable Derivatives

Kenvue is a member of Action for Sustainable Derivatives (ASD), a collaboration between companies in the cosmetics, home and personal care, and oleochemicals industries to tackle supply chain issues around palm oil and palm kernel oil derivatives. We support ASD's mission to achieve a palm derivatives supply chain that upholds the principles of no deforestation, no peat (a significant carbon store), and no exploitation, respects human rights, and supports local livelihoods.

In 2025, we continued to improve the traceability of our palm oil by working with ASD to map our palm oil supply chain. The process traced our palm oil to the original mills and plantations. We also again participated in the ASD-led pilot that aims to map and monitor deforestation linked to our palm oil derivatives supply chain in specific areas of Southeast Asia, where we source palm. The program used the Nusantara Atlas satellite monitoring platform and showed our Company's supply chain is 61% deforestation free from a 2020 base year.

Grievance mechanisms

Additionally, through our membership and in collaboration with the Earthworm Foundation, we participate in a shared grievance dashboard to monitor, review, and investigate grievances in the palm oil supply chain. ASD provides the mills list and Earthworm tracks grievances (e.g., on deforestation and land rights, etc.) and shares the information, in addition to providing guidance on how to work with our direct suppliers in instances where grievances occur.

Riau Landscape project - Indonesia

In 2025, we signed a memorandum of understanding with Earthworm Foundation to support the organization's Riau Landscape project in Indonesia. The Riau Landscape project is a collective action initiative focused on land use planning at the intersection of a sourcing region and supply chains. Riau is a key sourcing hub for both palm oil and pulp & paper, with more than 175 mills supplying Kenvue.

Preserving supply continuity and building long term resilience are critical for global commodity supply chains. Our support will contribute to improving mill to plantation traceability and to directly engaging local farmers in livelihood transformation. This includes training on improved farm management practices and regenerative agriculture.

By strengthening farmer livelihoods and improving productivity on existing land, the project aims to reduce pressure on forest areas and support more sustainable and resilient supply chains.


Earthworm Foundation

Waste and water

We cannot contribute toward a healthier planet without responsible waste and water management practices.

Waste generation is an opportunity to drive efficiency and environmental stewardship. It is also a catalyst to innovate across our operations, packaging, and supply chain– a chance to reimagine waste as a valuable resource, instead of an endpoint.

At the same time, water is essential to our business and the communities we serve, yet its availability and quality are increasingly threatened by a changing climate. We are committed to understanding our water footprint, which helps us identify opportunities to optimize consumption, reduce wastewater, and help protect local water sources.

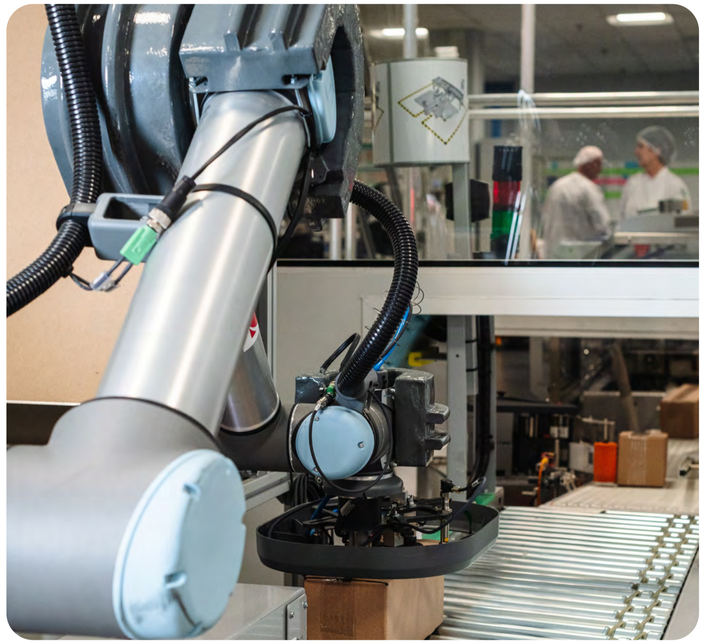
Global management approach

All of our internal manufacturing and R&D[1] sites are certified to ISO 14001:2026, which establishes a framework for addressing environmental impacts, including how we use water, treat and discharge wastewater, and reduce and handle waste responsibly. Our practices also align with the U.S. Environmental Protection Agency's waste management hierarchy – we work to prevent and reduce the waste we generate and to divert unavoidable waste from landfill through reuse, reclamation, redesign, recycling, composting, and waste to energy.

Our ambition is zero manufacturing waste, which requires us to look holistically at our footprint, from product design and supply chain decisions to waste management and recycling considerations. In addition to waste management and disposal practices, we consider circular economy and closed-loop principles in product design, manufacturing processes, logistics, and supply chain decisions.

We have evaluated 40 Kenvue sites across seven water-risk categories, and measure and manage our water consumption, use, and discharge at our sites globally. We are currently working on developing integrated sustainability action plans for each facility, which combine our climate, water, wastewater, and nature risk assessment results, and will allow us to create site-specific water management strategies based on the level of risk at each site. See page 51 for more information.

Part of this strategy includes a cohesive approach for water and wastewater for pharmaceuticals and personal care product ingredients in the environment, all of which impact our overall approach to waste management. Our strategy for managing pharmaceutical and personal care ingredients in the environment considers the potential for environmental and human health risks from active pharmaceutical ingredients (APIs) and personal care products entering the environment from our manufacturing waste streams, as well as consumer use and disposal.



Kenvue manufacturing site

Total waste management

Our total waste management program, which is being implemented at all Kenvue manufacturing sites, aims to give our operating sites guiding principles on how to effectively reduce waste generation at the source and manage waste throughout its life cycle. In addition, the program establishes a standard waste reporting process for more detailed and standardized data capture across all sites. We have compiled these principles, as well as additional insights and proven practices for effective waste management, into our Total Waste Management Playbook, available to all manufacturing sites.

We conduct on-site waste management assessments at select manufacturing locations to help us identify opportunities to improve waste reduction and reuse practices, as well as better understand the strategies and programs required to reach zero manufacturing waste.

In 2025, as part of our total waste management program, we launched a zero waste blueprint pilot program. The goal of this initiative is to further enhance our comprehensive waste management program to drive:

- Increased waste circularity
- Improved waste data reporting/tracking to more quickly identify reduction opportunities or areas of concern
- Dedicated waste management resources, where appropriate, at the site
- Enhanced legal compliance by having a single point of contact for all waste management services

Kenvue manufacturing sites in Bangkok, Thailand; Dabao, China; and Mumbai, India, have achieved Total Resources Use and Efficiency (TRUE) Platinum certification, which requires a site to meet stringent criteria, and to demonstrate a high level of commitment to zero waste principles, and performance upstream and downstream.

In addition, our site in Lititz, Pennsylvania, has been certified by GreenCircle® as a Zero Waste to Landfill facility.

[1] R&D sites with more than 50 people.

Water risk assessments

We have evaluated physical risks related to water, including water stress, and riverine and coastal flooding, at 41 Kenvue operational sites, as well as 30 key external manufacturer and supplier sites. This assessment was completed as part of our 2023 TCFD climate-related risk assessment, and utilized the World Resources Institute's (WRI) Aqueduct screening tool, which helps businesses and organizations assess, understand, and respond to water-related risks.

In 2025, using the insights and recommendations from the TCFD assessment, we conducted a stand-alone water risk assessment, which used both the WRI Aqueduct screening tool and the WWF Water Risk Filter. This analysis showed that 13 of our sites are in watershed areas identified as having a high risk of water stress. To address these potential risks, we are incorporating a strategic water risk and mitigation strategy as part of our integrated sustainability action plans (see page 8 for more detail). This includes conducting more in-depth risk assessments at prioritized sites. Based on the outcome of these site-specific risk assessments, we will develop risk mitigation plans for inclusion in our business planning process. More broadly, we continue to take actions to improve our tracking of our water consumption and discharge, as well as identifying opportunities to optimize usage.

Pharmaceuticals and personal care product ingredients in the environment

Pharmaceuticals and personal care product ingredients can enter the environment in several ways. However, the most prevalent pathway is via patient excretion following use of medicine that is taken to prevent, cure, or alleviate a medical condition[1]. Personal care product ingredients typically enter the environment after being washed from the body during cleansing activities.

Kenvue addresses pharmaceuticals and personal care product ingredients in the environment as part of our ambition to create products that support the health and well-being of both people and our planet. We support sector initiatives to reduce the potential risks associated with over-the-counter pharmaceutical ingredients in the environment, including designing products that are benign and biodegradable; rightsizing pack sizes; diverting unused pharmaceuticals; educating healthcare professionals and the public about the risks associated with pharmaceuticals in the environment and how to dispose of pharmaceuticals properly; and facilitating collaboration between environmental and healthcare scientists.

Alongside strategies for total waste management, water and wastewater, we are continually updating our assessments for pharmaceutical ingredients in the environment that include policies to cover the breadth of our impacts. Currently, we maintain the following internal and public policies and positions:

- Position on Impact of Pharmaceuticals and Personal Care Products in the Environment
- Internal Water and Wastewater Standard, which includes the requirement for sites to conduct an annual chemical-specific risk analysis for the presence of compounds of emerging concern in wastewater and to implement a risk reduction plan if needed
- Supplier Code of Conduct, which outlines what we expect of Kenvue suppliers during our engagement. It includes a requirement to embrace the responsible management and stewardship of water and waste, as well as to take proactive steps to assess and address pharmaceuticals and personal care products in the environment.

In 2025, we developed a comprehensive pharmaceuticals and personal care product ingredients in the environment standard for our operating facilities globally, outlining requirements including roles and responsibilities, procedures and onsite waste handling requirements, which will fully come into effect in 2026.

Strengthening water stewardship through community action

In September 2025, Kenvue in Thailand collaborated with the Ladkrabang Industrial Estate to co-organize a clean-up at Lam Toeng Mo Canal, a key rainwater drainage point near the site. Participants included local community leaders and representatives from the industrial estate. The engagement highlighted the need to identify and manage catchment areas supplying primary inputs to downstream water resources to ensure sustainable WASH (water, sanitation, and hygiene) provision.



[1] According to the European Federation of Pharmaceutical Industries and Associations.

Our products

The way we formulate our products can also have an impact on our waste footprint. Our Sustainable Innovation Profiler product development tool (see page 58) applies green chemistry and life cycle assessment (LCA) principles to steer ingredient selection from the start of the formulation process. Green chemistry is a framework for designing chemical processes and products that reduce environmental impact, improve safety, and promote sustainability, while LCA is a comprehensive assessment method that quantifies potential impacts throughout a product's lifecycle, including after use. Our internal PIE evaluations rely heavily on the green chemistry data underpinning our Sustainable Innovation Profiler and emphasize the importance of the raw material and formulation biodegradability.

In addition, we manage environmental risks by assessing all ingredients used in our formulated products, including APIs, to understand possible impacts, and by conducting targeted environmental risk assessments (ERA) on select ingredients. In 2025, we continued to invest in a multi-year initiative to conduct testing and to develop comprehensive ERAs for APIs in our portfolio. Our objective is to further understand the potential environmental impacts of our ingredients and develop advanced mitigation strategies if needed, as well as prepare for forthcoming regulatory requirements.

In addition, we support scientific research and collaborations to understand and mitigate the risks of PIE, including initiatives at the International Collaboration on Cosmetics Safety, the Global Self Care Federation, and the Water and Environmental Technology Center. We work with the Association of the European Self-Care Industry to collaborate with peers on environmental safety testing for APIs.

Our operations and value chain

We manage the waste generated from the manufacture of our products locally at our sites. We monitor wastewater and ensure secondary wastewater treatment, as a minimum, for our manufacturing plants. We also work with suppliers, healthcare providers, consumers, and peers to help mitigate concentrations of APIs in the environment. We do this primarily through collaborative initiatives:

- We are members of the Pharmaceutical Supply Chain Initiative and follow its Principles for Responsible Supply Chain Management, which outline responsible practices, including environmental management systems. Kenvue is an active member, sitting on the PIE and Antimicrobial resistance team.
- We partner with governments to improve medicine disposal programs, through MyOldMeds in the U.S. and MEDSDISPOSAL in the E.U.
- We are members of the Pharmaceutical Product Stewardship Working Group, the largest EPR organization in the U.S. dedicated to the proper collection and disposal of unused and/or expired medicines and used sharps.
- We collaborate with industry peers such as the European-based Inter Associations Initiative PIE task force, which created the Eco-Pharmaco-Stewardship framework.

Alliance for Water Stewardship – Thailand

Our Thailand manufacturing plant is Platinum certified by the Alliance for Water Stewardship (AWS). As a result, the site is expected to operate in alignment with the requirements of the AWS International Water Stewardship Standard, a globally applicable framework that promotes collaborative efforts to manage water within a catchment context. It emphasizes stakeholder engagement in understanding and addressing water-related challenges, risks, and opportunities through the development and implementation of a site water stewardship action plan.



Kenvue manufacturing site

Healthy Products

Product quality and consumer safety

Kenvue products are known and trusted by consumers around the world. From gently cleaning tiny fingers during a baby's first bath to protecting the vitality of your skin, from soothing aches and pains to relieving coughs and allergies – we strive to deliver safe and effective products for everyday care.

Our commitment to quality, safety, and compliance is fundamental to who we are, and we aim to meet the expectations of our customers and consumers while prioritizing these tenets. By focusing on quality and safety throughout a product's life cycle, from the early stages of research and development (R&D) to the product's end of life, we work hard to help enable healthier outcomes for both people and our planet.

Global management approach

Our safety and quality commitment is consistent with our Values and is supported by our Chief Executive Officer and the Kenvue Leadership Team. Our quality management system (QMS) helps us consistently deliver products that meet consumer expectations and applicable regulatory, business, and customer requirements. Our QMS describes the relevant requirements, processes, procedures, and governance that drive the Kenvue Global Safety and Quality Commitment, and it is enforced at all of our sites, including our R&D centers, manufacturing facilities, business offices, and distribution centers.

We employ multidisciplinary experts, including scientists and physicians with experience in chemistry, pharmacology, toxicology, product design, clinical studies conduct, manufacturing, regulatory compliance, and product vigilance. We clearly define roles and responsibilities and invest in our teams' continuous professional development alongside providing regular training in processes and procedures so that everyone can consistently practice keeping one another safe and healthy. That is how we earn trust with science: by emphasizing continuous improvement of our systems and processes, investments in new technologies, and the qualifications of our team members.



Kenvue manufacturing site

Quality Management System standards

Our QMS standards define the requirements that Kenvue must meet to design, make, deliver, and monitor the safety of our products. They also define the requirements for us to take action to minimize risk and, if needed, correct or recall products from the market in the event of quality issues. The standards provide a common foundation for quality and safety systems across Kenvue through the product life cycle. The requirements are based on national regulations and international standards such as our current good manufacturing practices (GMP), the International Organization for Standardization (ISO) series, and the International Council for Harmonization of Technical Requirements for Pharmaceuticals for Human Use (ICH).

Our QMS standards apply around the globe, requiring Kenvue to maintain the quality and safety of our products for all who use them, and to operate in compliance with current regulations as well as anticipating and preparing for future changes in regulations. Our QMS standards are aligned with the ISO 9000 family, which consists of the world's best-known standard for QMS – ISO 9001:2015 – along with a set of supporting standards on quality management.

We are advancing the digitization of our foundational QMS to further strengthen effectiveness, efficiency, and consistency across our global network. By embedding emerging technologies that enable continuous monitoring, proactive alerting, and data driven decision making, we are enhancing our ability to uphold rigorous quality standards and support operational excellence at scale. This continued focus on digital capabilities reinforces the reliability of our processes and helps enable the continued trust consumers place in our products worldwide.

Kenvue global safety and quality commitment

Our commitment to safety and quality guides every decision we make and every action we take. We put people first. Kenvue fosters a culture where all team members are dedicated to providing safe and effective consumer health products and to keeping each other safe and healthy.

Our environmental, health, and safety (EHS) system and QMS are designed to deliver products that meet consumer expectations and all applicable regulatory, business, and customer requirements. Because we earn trust with science and quality, our emphasis on continuous improvement helps ensure the long-term effectiveness of our systems and processes.

We pledge to uphold consumer, customer, and Kenvue team member trust through our commitment to safety and quality.

Quality and safety governance

Oversight for product quality and safety is held by cross-functional governance and advisory bodies that work together to help provide strict oversight of product benefits, potential safety risks, safety risk management, and compliance with global and local regulations throughout a product's life cycle:

- **Kenvue Scientific Committee:** Led by our Chief Scientific Officer, the Kenvue Scientific Committee seeks to proactively identify and advise on the best science-driven solutions for mitigating technical and design-related product risks, to minimize and/or prevent any adverse impacts of products. It is also responsible for materials management, including oversight of our restricted substances list (RSL).
- **Medical Safety Governance:** Composed of senior medical and scientific experts and senior leaders from regulatory and quality functions, our medical safety governance is led by our Chief Medical Officer. The medical safety governance function establishes policies and sets standards and scientific practices related to the medical safety of Kenvue products.
- **Quality Governance:** Composed of senior executives in quality management, along with scientific and technical experts, quality governance is led by the Company's Chief Quality Officer. The quality governance function is responsible for oversight of product quality and QMS compliance through regular quality system management reviews.
- **Quality Review Board:** The Quality Review Board determines whether a notification to authorities and/or field action (including recall) is required, based on the quality, compliance, and safety impact of a product issue and applicable regulation(s).
- **Regulatory Compliance Governance:** Regulatory compliance governance is responsible for ensuring that our products meet global, regional, and local regulations and labeling requirements.

Training

We take pride in developing, manufacturing, storing, and distributing products in line with international quality and safety standards. We have safety and quality onboarding training in place for Kenvuers and contractors, based on their role. We use standardized qualification and training programs for sites and team members covered by the QMS, including those responsible for product vigilance, and we track and report training metrics to management regularly.

We also retrain team members and contractors annually on mandatory requirements for collection of adverse events and complaints, GMP, and other aspects of business conduct. In addition, retraining is provided any time processes change due to regulation updates or internal process improvements.

Quality compliance verification

Through our internal corporate quality audit program, Kenvue monitors and assesses product development, product vigilance, manufacturing, storage, and distribution sites for compliance with our product safety and quality requirements, as well as those of global and local health authorities. Our audit program covers Kenvue facilities, as well as suppliers and third-party manufacturers that provide materials, products, and services to us. Assessments are conducted by internal experts or third parties and help us identify opportunities to improve the effectiveness of our quality systems. Findings from corporate internal audits are then assessed and addressed through corrective and preventive measures as needed.

Regulatory inspections

Health authorities globally and notified bodies – organizations designated by European Union countries to assess conformity of certain products to safety and quality regulations – examine the strength and compliance of our QMS system, including our audit program and team member training.



Kenvue manufacturing site

Product quality and safety throughout the product life cycle

Kenvue strives to achieve end-to-end quality excellence and safety across all stages of the product lifecycle using a multistep process:

1. Product design

We apply a well-defined approach to our product design, including quality and safety considerations and consumer feedback. This guides our ingredient selection, packaging, labeling, and directions on how consumers will use our products. Our Human-Centered Innovation process incorporates input from our scientific and medical experts and consumers throughout the design phase to help ensure the final product meets our global quality and safety standards, applicable regulatory requirements, and consumers' expectations.

2. Sourcing raw materials

Kenvue has a process in place to review and qualify raw material suppliers and examine the ingredient manufacturing process, and we require our manufacturers to demonstrate their compliance with global health and safety standards. Kenvue will only accept ingredient materials that meet our quality and safety standards.

3. Assessing and selecting ingredients

Kenvue assesses ingredients in our product formulas to ensure compliance with relevant requirements for safe use. We also assess for potential degradants and/or impurities. We evaluate each ingredient using available data from scientific regulatory agencies, published scientific literature, and from other industries, including food, agriculture, and healthcare. For the safety of our consumers and the environment, each ingredient is assessed for its potential short-term or long-term effects. In addition, we assess how ingredients are used together in a product formula, as well as how products may be used together. If the safety of the ingredient cannot be established, it will not be used in our products.

4. Product development

We test and further assess our products to determine if we are using ingredients in the right proportions and combinations and to address potential human or environmental health impacts before we finalize product formulas. Guided by principles of green chemistry, we aim to reduce the use and generation of hazardous substances and develop products that are better for human and environmental health.

5. Clinical evaluation and testing

The clinical evaluation and testing stages are designed based on the intended use of the product. We use a variety of research methodologies to assess safety and tolerance, including computer modeling, in vitro testing, advanced tissue models (e.g., lab-grown models), and toxicological evaluation and testing. When a product formula has met the appropriate safety requirements for clinical safety testing, it is then tested with volunteer participants under appropriate medical oversight (see our approach to clinical studies, page 57). Clinical safety testing assesses a product for efficacy and tolerance and makes sure each product is ready for real-life use. A product must successfully pass this stage of the safety assessment process to be brought to market. Finished **cosmetic** and **device product** formulas are tested by volunteers, either in a lab setting or in their daily lives. Our experts test for potential issues, using controls to establish consistency of the tests with real-life use to validate our processes and to check that products perform in line with expectations.

We test **drug products** to evaluate their safety, efficacy, and quality before they reach consumers. This involves pre-clinical studies, clinical trials, and post-marketing surveillance. Testing is crucial to identify potential adverse reactions, determine appropriate dosages, assess interactions with other drugs, and help ensure that the product meets applicable regulatory standards, including that the product is effective and safe for use in the intended indication.

We also test our products under real-world conditions where appropriate and when required. This includes laboratory-simulated tests under different scenarios, including extreme heat, cold, humidity, and more, as well as home-use tests to assess the product experience with actual users.

6. Ongoing evaluation

After our products are released to the market, we continue to monitor them on an ongoing basis for quality and safety. This includes staying current on new information, listening to consumer feedback through customer service calls and social media, and reformulating or redesigning products as necessary. We also conduct marketed product stability testing to help ensure quality of the product throughout its life cycle.

7. End of life

We promote safe disposal of our products and continue to support industry efforts to better understand and minimize any potential impact on the environment (see page 53).

Responsible materials management

The Kenvue Scientific Committee continuously monitors emerging science, regulations, sustainability trends, guidelines from healthcare professionals, and public sentiment to identify potential risks or challenges associated with material selection.

We have a Position on Responsible Materials Management to ensure a consistent, global approach to protecting our consumers, employees, and the environment from exposure to materials of potential concern. We implement this via our RSL. The RSL acts as a global safeguard, sometimes going above and beyond local regulatory requirements, to guide us in responsibly selecting the ingredients, materials, and packaging components in our products.

Consumer engagement

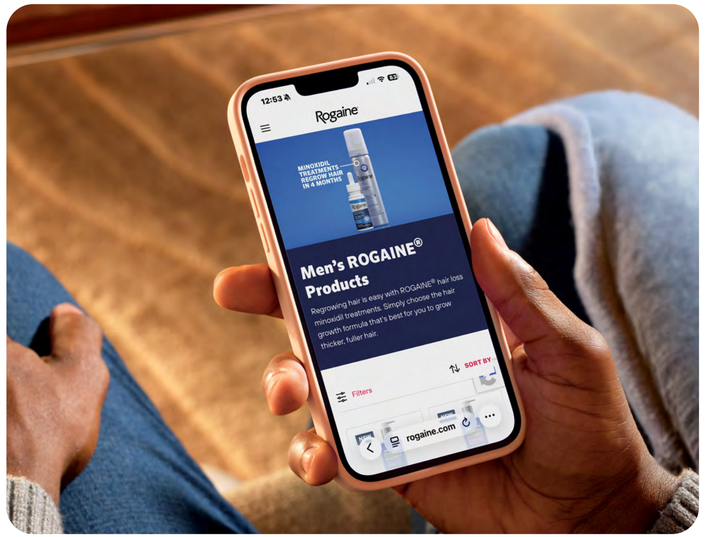
Once a product is in the hands of our consumers, we continue to monitor its efficacy, safety, and quality across multiple feedback channels, including:

- Collecting data and information from any quality complaints or adverse events reported by consumers, patients, healthcare professionals, and regulatory authorities in countries where we market our products
- Establishing a global network of consumer care centers and a digital platform for consumers, patients, and healthcare providers to share complaints, adverse events, and ask questions about our products
- Reviewing scientific publications and regulatory databases for mention of adverse events and potential safety signals related to our products
- Conducting post-market studies among consumers, where appropriate, to collect detailed feedback on product use and performance

Our product quality complaint and adverse events management standard operating procedures detail the steps our teams take to receive, record, and evaluate individual complaints; investigate manufacturing history; and identify and assess quality complaints. Medical safety scientists and physicians, in collaboration with quality team members, assess complaints individually and in aggregate for potential risks to human health. If the result of the evaluation requires escalation, quality management is informed, and the quality governance process is followed.

All adverse event data received by Kenvue are entered into our global safety database. The adverse events, and relevant safety information from other sources, are assessed as appropriate by cross-functional teams of experts, including physicians, toxicologists, and epidemiologists. If a safety risk is identified, the Kenvue safety governance organization makes decisions on the need for appropriate risk mitigation strategies.

Kenvue complies with applicable global and local regulatory authorities' reporting requirements for individual adverse events, aggregate safety assessments and, where appropriate, risk management plans. We inform regulatory authorities about new potential risks that we uncover through our assessments and how to mitigate them. We also respond to consumer questions or requests for information about our Company's packaging, labeling, brand websites, and monographs and communicate the most up-to-date information about product quality and safety.



These processes together help promote ethical, science-based decision-making and build trust in our work so that patients and consumers can be confident about the safety and efficacy of our products.

Product recalls

Our product assessment and field action response, including product recalls, outlines a systematic approach to reviewing, assessing, and documenting potential quality incidents of product in the market. In all situations, consumer safety supersedes any other factor in decision-making. Our recall approach involves:

- Evaluation of the quality incident and safety of potentially impacted product, or product regulatory noncompliance, to determine whether field action may be required. The quality team determines the root cause or probable root cause of the product incident, and medical experts will assess health hazard and impact on consumer/patient safety
- Escalation of significant issues to the appropriate level of management through the quality governance process and Quality Review Board for field action decision-making, including recall

In the event of a product recall, the quality team coordinates our response, including working with applicable departments and functions to consider recall communications, returns and reverse logistics, effectiveness checks, and status reports for health authorities.

Product recalls are considered closed once the health authority agrees that reasonable efforts have been made by the Company to remove or correct the impacted products. Following the product recall's closure, we maintain product assessment and recall process records and continue to periodically verify the effectiveness of the product recall.

Our approach to clinical studies

Clinical studies are performed to evaluate the effectiveness and benefits of our products. Based on the intended use of the product, clinical studies may include study participants of various ages, races, ethnicities, and genders, as well as those with varying disease conditions or need states. To develop products that address differing consumer and patient needs around the world, we conduct clinical studies in multiple countries globally. Clinical evaluations provide us with scientific evidence critical to ensuring that products in development are safe and effective, while also delivering on performance, critical to earning consumer and patient trust in Kenvue products.

Good Clinical Practice

Good Clinical Practice (GCP) is an international, ethical, scientific, and quality standard for the conduct of studies that involve people, issued by the ICH. All Kenvue clinical studies are conducted in accordance with the GCP standard, which helps ensure that the rights, safety, and well-being of clinical study participants are protected and that the results of the clinical studies are reliable. Our clinical standards also follow other relevant requirements as needed by national laws and regulations. We apply these standards to all clinical studies globally, including those conducted by us, external contract research organizations, or external clinical investigators.

Data transparency

We believe sharing clinical trial data advances science and medicine and benefits patients, consumers, and healthcare professionals. Study participants are essential partners for us in this work and we are committed to protecting our commitments to them, including their privacy.

We support the overall principles of greater clinical trial data transparency and aim to advance medical science for the benefit of all through public disclosures:

- **Clinical trial disclosure:** Kenvue publicly registers and discloses information about Company-sponsored clinical investigations on external public registry websites such as ClinicalTrials.gov, the Clinical Trials Information System registry, and with the European Database on Medical Devices, in accordance with specified requirements, format, and time frames of local laws and regulations. These structured registries provide public access to summary information about clinical investigations, such as a clinical study's purpose, participant eligibility, locations of investigational sites, contact information for more details, and study results.
- **Clinical research data sharing (clinical data transparency):** We participate in the Yale School of Medicine's Open Data Access (YODA) Project, which provides physicians and researchers access to de-identified clinical trial data that can advance medical knowledge and public health. Our work with YODA exemplifies our continued commitment to advancing science, medicine, and public health by creating a standardized independent, transparent, and reproducible process for sharing clinical investigation data. For details regarding availability of data and timing for sharing, please visit the YODA Project website.

Position on animal testing

We do not conduct animal testing in the research or development of our cosmetic products unless required to do so to meet regulatory requirements. We believe our cosmetic products can be validated as safe and effective without compromising animal welfare and have voluntarily made the conscious choice to only advance cosmetic product innovation that meets our own safety requirements without the need for animal testing.

Some countries still require animal testing data to meet their own regulatory requirements for cosmetic products. As part of our ongoing commitment over the last 30 years, we continue to advance and seek the validation of non-animal testing methods and support efforts to eliminate the testing of cosmetic products or ingredients on animals globally, including appropriate legislative bans.

When it comes to medicines, medical devices and other regulated health products, animal testing is more routinely required by regulatory authorities to demonstrate safety and/or to validate efficacy for regulatory purposes, and when required, we adhere to the principles defined in our Position on Animal Testing.

Partnering to advance alternative models

In 2025, we continued to advance the science of new alternative models (NAMs) at Kenvue through support of non-animal science research and advocacy conducted by the International Collaboration for Cosmetics Safety, Industry Council for the Advancement of Regulatory Acceptance of Alternatives, and the Institute for In Vitro Sciences. Kenvue has also participated directly with health authorities on the use of NAMs. For example, we partnered with China National Medical Products Administration on guidelines for the safety evaluation of cosmetic ingredients, which resulted in several joint-authored publications regarding technical guidance on the application of the read-across methodology, and in vitro skin absorption.

Counterfeits

At Kenvue, our global brand protection team works to safeguard against the risks of counterfeiting, diversion, and product tampering, with a focus on protecting the end consumer. Counterfeit goods can contain unsafe ingredients and can have negative environmental impacts or human rights violations associated with their production. When counterfeit products come to our attention, we conduct thorough investigations and collaborate with appropriate legal and regulatory authorities to act, including online takedowns, criminal referrals to law enforcement agencies, and civil litigation actions.

Sustainable product innovation

Innovation is at the heart of our commitment to enabling a healthier future, one that prioritizes human health, well-being, and environmental responsibility. From reducing our environmental footprint by adjusting product formulations, choosing different ingredients, and creating smarter packaging to exploring enhanced product circularity, we are creating innovative solutions that help improve lives today, deliver everyday care, and help protect the planet for future generations.



Global management approach

At Kenvue, we are working to improve the environmental performance of our products using circular design principles and science-based life cycle assessments. These principles and tools help us measure the environmental impacts and tradeoffs associated with the product design choices that we make.

To drive performance toward our goals and commitments, we seek to source increasingly sustainable ingredients and packaging materials that deliver product efficacy, performance, and a superior consumer experience. Our commitment to more sustainable product innovation covers new products and improvements to existing products, their formulas (e.g., renewable materials), packaging (e.g., recyclable and optimized packaging, and increased recycled content), and format (e.g., concentrates and refill systems).

Healthy planet goals and commitments – sustainable product innovation

75% of new product development, using scientific principles, will have an improved environmental performance by 2030

Sustainable design and development

We believe that intentional design empowers sustainable product innovation. We aim to advance sustainable product design by:

- Developing and training our teams on sustainable product claims requirements and their value in attracting new consumers (see Product transparency, page 60)
- Collaborating in industry programs, such as the EcoBeautyScore Association, that aim to advance product sustainability and standardize measurement (see Product transparency, page 60)
- Creating product sustainability roadmaps to identify hotspots and equip brands to act on their sustainability priorities as aligned with our Healthy Lives Mission
- Tracking and reporting on progress to continue inspiring and showcasing best practice for Kenvuers

We also have designed and launched in-house tools, including our Sustainable Innovation Profiler, to help our teams better understand and address the impacts of our products.

Sustainable Innovation Profiler

In 2025, we released our Sustainable Innovation Profiler, a patent-pending product sustainability assessment tool which helps us measure product performance for social and environmental factors.

Now a crucial part of our end-to-end innovation process, the profiler:

- Enables product development teams to identify hotspots of environmental impact across 16 different categories and across the product's life cycle
- Identifies opportunities to reduce the carbon footprint of products without shifting the burden to other environmental impact factors, such as end-of-life ecotoxicological impacts
- Steers teams to adopt recyclable packaging with less use of virgin plastic
- Provides an internal method to measure the resiliency of a formulation to a dynamic external environment
- Calculates a formulation's Global Aquatic Ingredient Assessment™ (GAIA) score, with a focus on environmental persistence
- Grounds our approach in externally recognized standards such as the European Commission's Product Environmental Footprint method and principles of green chemistry and packaging circularity

See page 17 for more information about the Sustainable Innovation Profiler.

Highlights on progress:

Sustainable product innovation

75% of new product development, using scientific principles, will have an improved environmental performance by 2030	Rolled out e-learning module to R&D product developers and embedded sustainable innovation into product development process in July 2025; used to assess more than 75 prototype and commercialized products

Sustainable ingredients strategy

A more sustainable ingredient is one that is produced and used in ways that minimize negative environmental and human health impacts throughout its life cycle.

These ingredients give brands an opportunity to innovate and differentiate the way they offer essential solutions for everyday care. We identify and select sustainable ingredients that can be easily adopted for use in our products.

For Kenvue, sustainable ingredients include:

- Ingredients derived from responsibly sourced feedstocks, prioritizing renewable, recycled, or waste-based carbon inputs to reduce reliance on fossil resources and minimize upstream environmental impacts
- Ingredients derived via manufacturing processes that are designed to minimize energy consumption, GHG emissions, and waste generation, while maximizing efficiency (e.g., high atom economy) and leveraging low-impact or renewable energy sources where feasible
- Ingredients that demonstrate a favorable human and environmental safety profile, avoiding those that are toxic, persistent, or bioaccumulative
- Ingredients that deliver required functionality effectively, enabling equal or improved performance at optimized use levels and supporting downstream sustainability benefits (e.g., reduced water use during the product application)
- Ingredients that are designed for environmentally responsible end-of-life outcomes, including biodegradability, recyclability, or safe degradation, without contributing to persistent pollution
- Ingredients with overall reduced environmental impacts, including carbon footprint, water use, and eutrophication, as assessed through life cycle assessment methodologies

We have identified 40 chemical ingredients that have the highest carbon emissions by reviewing their supply chains and identifying processes that generate significant emissions. These emissions hotspots were associated with either production or upstream processes. Based on the nature of the hotspot, we grouped the chemicals into three broad categories: crop-based, fossil-based, and those with high energy needs. We are now using these findings to develop innovation and supplier partnership strategies to decarbonize high-carbon chemical ingredients. These strategies factor into our sustainable ingredients list above.

Reducing Scope 3 emissions

Sourcing low carbon intensive substitutes – also known as drop ins – and alternatives, defined as completely new chemistries designed to deliver equivalent or improved performance with a significantly lower carbon footprint, help reduce our Scope 3, Category 1 (Purchased goods and services) emissions, our largest emissions source. We will continue working closely with our raw material suppliers to identify low-carbon-intensity drop ins and alternatives to further reduce the impact of our value chains. We also aim to continue exploring decarbonization through pilot reformulations, supplier co-development agreements, and life cycle analyses of substitutes and alternatives. Read more about our efforts to reduce emissions in our climate transition plan on page 38.

Enhancing data collection to drive shared accountability

Supplier specific GHG emissions data are essential for enabling evidence-based sourcing decisions that support decarbonization objectives while ensuring the integrity of our corporate carbon accounting. In collaboration with our strategic chemical suppliers, we have developed a data collection and verification framework specifically designed for chemical ingredients and aligned with internationally recognized methodologies, including:

- Together for Sustainability Product Carbon Footprint (PCF) guidelines
- Partnership for Carbon Transparency/World Business Council for Sustainable Development pathways for PCF data exchange
- ISO 14067:2018
- ISO 14040:2006/14044:2006
- GHG Protocol Product Life Cycle Accounting and Reporting Standard

This framework establishes standardized, methodologically rigorous processes for the collection and verification of supplier-specific emissions for chemical ingredients. It strengthens data quality through enhanced requirements for completeness, consistency, accuracy, and transparency, thereby improving comparability and reducing uncertainty across our supply chain.

We are currently piloting this framework with a select group of our strategic chemical suppliers to validate its applicability, assess data-quality improvements, and refine implementation requirements. Insights from this pilot phase will inform broader rollout across our supply base, ensuring the framework is both technically robust and operationally practical. This collaborative approach will enable us to scale high-quality emissions data across our chemical-ingredient portfolio and further strengthen our decarbonization efforts.

Working with suppliers to reduce our impact

In 2025, Croda, a long-standing partner in our ingredient supply network, proposed a portfolio of low-carbon drop-ins for four raw materials used across several flagship brands, including Johnson's® Baby, Aveeno® Baby, and OGX®.

The reduced carbon results from using ethylene oxide, derived from carbon capture technology, during production, combined with process efficiency improvements in Croda's operations. We estimate that switching to these alternatives could reduce GHG emissions by between 250 and 1,000 metrics tons of CO_2e per year – up to a 35% reduction compared with current materials.

While the contribution is modest relative to our Company's total raw material footprint, the initiative demonstrates how advanced feedstock technologies like carbon capture can begin to scale through supplier-driven innovation. It also signals the kind of value chain collaboration that will continue to be essential to meeting our long-term environmental commitments.

Product transparency

We believe trust is built on transparency. Consumers today seek effective health solutions, as well as clear, accessible information about the products they use every day. We aim to provide easy-to-understand and accessible information about Kenvue and our brands' products, including details about our ingredients, formulations, and the science behind them. We also may share information such as:

- Benefits and functions of specific ingredients and fragrances
- Third-party certifications
- Packaging material and recycled content of packaging
- Recyclability of packaging

This information empowers consumers to make informed choices for their well-being and enhances trust in our brands and products.

We maintain an internal Ingredient and Materials Policy and restricted substances list, which help us carefully select ingredients, materials, and product packaging components that support our Healthy Lives Mission.

EcoBeautyScore Association

Since 2021, Kenvue has been a member of the EcoBeautyScore Association, a global, voluntary initiative of more than 35 organizations whose primary objective is to develop a product environmental impact assessment and scoring system for cosmetic products and their packaging. The EcoBeautyScore formally launched in 2025 with a focus on four product categories: facial moisturizers and treatments; body cleansers; shampoos; and hair treatments. The association intends to expand to other product categories in 2026.

In 2025, all in-scope Kenvue products (approximately 1,500 SKUs) generated scores, with Neutrogena® becoming the second global brand across the association members to participate. Our scoring process for all these products passed a third-party audit by Ecocert Greenlife. To advance transparency, we shared the results of Johnson's® Baby products in the U.K. and Ireland, and Neutrogena® products in Germany, on the brand websites.

As a member of the EcoBeautyScore Association, we contributed to the design and development of the EcoBeautyScore methodology, which considers 16 environmental and health impacts across the lifecycle of a product. The aggregated product score helps consumers compare products within a category. Similar to Kenvue's Sustainability Innovation Profiler (see Sustainable product innovation, page 58), the methodology is grounded in the European Commission's Product Environmental Footprint methodology and tailored for the unique characteristics of cosmetic products.

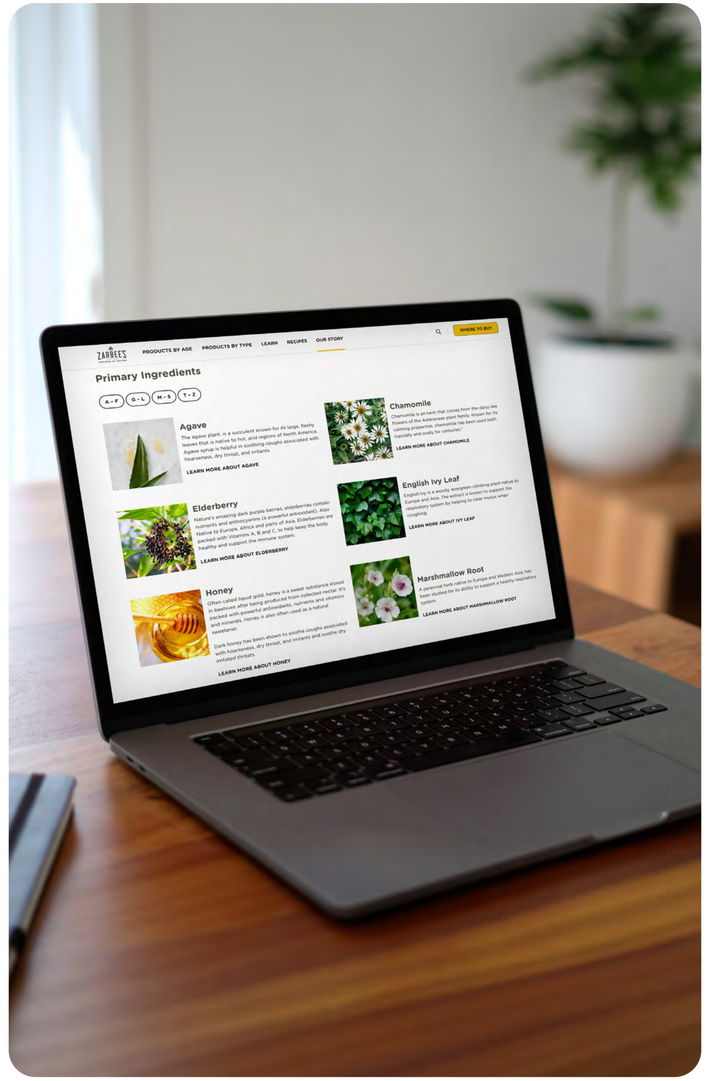
Sustainability claims

Whether reducing our environmental footprint, sourcing more sustainable ingredients, or improving packaging sustainability, every claim we make is rooted in rigorous data and aligned with applicable standards. This empowers consumers to make informed choices with confidence.

Our sustainability team provides guidance to our marketing teams on the technical and scientific facts and substantiation required for brands to make sustainability claims. In 2025, we developed online training to add to our learning library, which is available to all Kenvuers and required for all employees in R&D, marketing, and legal.

Ingredients glossaries

Many of our brands have developed their own ingredients glossaries focused on the common ingredients specific to their products, including Johnson's® Baby, Neutrogena®, Le Petit Marseillais®, and Zarbee's®.



Packaging solutions

Packaging plays a critical role in delivering safe, effective, and accessible consumer health products to millions of people worldwide. We recognize that the way we design, use, and manage plastic packaging can potentially impact the environment. That's why we are committed to minimizing our plastic footprint and advancing circular solutions that keep materials in use and out of waste streams.

Product packaging serves multiple essential functions, particularly to deliver superior experiences for consumer health products. This includes evoking delight, providing product protection, sharing information, offering functionality, and expressing brand identity. In addition, for regulated products like over-the-counter medicines and cosmetics, packaging must meet stringent safety and regulatory standards, such as providing tamper-evident features, child resistance, and clear labeling for proper use.



Kenvue manufacturing site

Global management approach

Our global approach is rooted in consumer-centricity and packaging design for people and the planet. It is guided by our Kenvue Sustainable Plastic Packaging Design principles, which mirror the principles of the circular economy and the four Rs:

1. Reduce: We are working to reduce our reliance on virgin plastics by optimizing packaging design, rightsizing, innovating new formats, improving material efficiency, sourcing recycled alternative materials (e.g. biobased), and increasing our use of PCR content.

2. Replace: We are replacing plastics by selecting recycled and renewable feedstocks and removing problematic materials.

3. Reuse: We are experimenting with reuse and refill models that will extend the life cycle of our packaging, and we strive to support the recovery of materials through upstream design approaches and downstream recycling infrastructure investments.

4. Recover: We are developing packaging that is designed for recycling – meaning our packages are being designed to meet industry-level standards to make them ready to be recycled.

Through innovation, collaboration, and responsible stewardship, we aim to support the transition from a linear economic model (take, make, use, dispose) toward a circular economic model.

We are working to optimize primary, secondary, and tertiary packaging across our value chain. This includes developing upstream solutions that enable more sustainable packaging materials and circular design (such as the elimination of problematic or unnecessary packaging), as well as downstream solutions to support waste recovery, sorting technologies, and recycling infrastructure.

By 2030, we aim to deliver a 50% reduction of virgin plastic and improve our packaging portfolio to be 95% designed for recycling.

Packaging in product development

Our Human-Centered Innovation (HCI) approach to product development guides Kenvuers in creating products that drive our Healthy Lives Mission and support our sustainable product innovation commitments. The HCI process enables cross-functional teams to leverage consumer insights, category trends, and portfolio strategy in the development and commercialization of new innovations. This includes product range, concept and claims, science and formula, and packaging structural and aesthetic design.

Within our HCI approach we have established minimum sustainability requirements that new products should strive to achieve. For packaging, these requirements include:

- Design for recyclable, recycle-ready, or refillable (where regulation allows and is feasible)
- Include PCR content in plastic packaging components (where regulation allows and is feasible)
- Use Forest Stewardship Council (FSC®)-certified or certified-recycled paper and board (see Nature on page 47)
- Align to the Consumer Goods Forum's (CGF) Golden Design Rules, a set of voluntary and independent considerations for the design of plastic packaging

We aim to address these requirements at the earliest stage of the HCI product development process, when product concepts are conceived. We also design packaging to meet new regulatory requirements, while always designing for the best user experience.

Design approach

We follow a design approach that considers the impact of our products' life cycles, from where materials are sourced to end of life. We innovate with sustainability in mind and tailor our priorities for each type of product (lotion, cream, solid, gel, pill, capsule, or liquid, etc.) via our Sustainable Innovation Profiler (see page 58) and for each packaging format (blisters, bottles, closures and pumps, jars, refills, and flexibles – or tubes).

In 2025, we revised our Design for Responsibility framework to help enable more flexible designs across plastics and recyclability technologies typically championed by industry organizations such as RecyClass and the Association of Plastics Recyclers (APR). Within our design process, we incorporate eco-design and material optimization principles, which guide us to explore advanced recycled, bio-based, or regenerative materials as alternatives to virgin plastics. We also consider how our packaging can be refilled or reused and how to standardize formats for specific products globally. Our independently-designed framework aligns with the recyclability guidelines provided by the Ellen MacArthur Foundation (EMF), to which we are a signatory (see page 45).

In addition, Kenvue's supplier contracts have been updated to include sustainable packaging requirements. Following the introduction of sustainable packaging playbooks, which provide consistent direction for designing recyclable packaging, in 2025 we rolled out training across R&D on how to use the playbooks. The playbooks include guidance for specific packaging formats and the most used materials and packaging formats.

Roadmap for progress

We are deploying four strategies to reduce virgin plastic by 50% by 2030:

- Scale the amount of post-consumer, advanced recycled, and bio-based and renewable feedstocks, including paper-based solutions, in our packaging components
- Continue to launch reuse and refillable models across our portfolio
- Continue to optimize bottles and caps, where possible
- Explore new product formats that create delightful consumer experiences and require less packaging (concentrates, solids, and powders, etc.)

These strategies are supported by our brands, business segments, and regions. They implement tailored strategies and initiatives and provide monthly updates to the business on their progress.

In 2025, we also continued to roll out our Healthy Lives Mission packaging training to drive awareness of our goals and the tools available for our R&D teams to re-imagine designing for circularity.

Stakeholder engagement and advocacy

Collaboration is key to increasing and scaling packaging circularity globally. Since 2020, Kenvue has been a signatory to the EMF's Global Plastics Commitment, which unites businesses, governments, non-profits, and investors behind a common vision of a circular economy for plastics. In 2025, Kenvue became a signatory to EMF's 2030 Plastics Agenda for Business, which provides a blueprint for eliminating plastic waste and pollution in the years ahead. In addition to serving as an important thought leader on the circular economy, EMF has supported companies to reduce problematic and unnecessary plastic packaging through reduction, innovation, and public disclosure on progress.

In continued support of our packaging goals, we take a multifaceted approached to stakeholder engagement, including understanding our customers' needs and regulatory requirements. We also participate in pre-competitive consortiums, including the Sustainable Packaging Coalition, whose mission is to bring sustainable packaging stakeholders together to catalyze actionable improvements to packaging systems, and the CGF's Plastic Waste Coalition of Action, whose aim is to develop a more circular approach to the development and processing of plastic packaging in the consumer goods industry.

We are also an investor in Closed Loop Partners' Infrastructure Group, which provides below-market rate loans to finance projects that build circular economy infrastructure in the U.S. These projects include waste collection, technology, end manufacturing, processing, and sortation. The Infrastructure Group is funded by some of the world's largest retailers, corporate foundations, technology, and consumer goods companies and Kenvue receives annual progress updates.

Kenvue is a signatory to the Business Coalition for a Global Plastics Treaty, which represents more than 300 businesses, financial institutions, and nonprofits across the plastics value chain. In 2025, the coalition continued to engage governments during United Nations treaty negotiations, sharing the economic case for globally harmonized rules across the full life cycle of plastics, including:

- Common, harmonized extended producer responsibility frameworks
- Globally aligned plastic packaging design requirements
- Restrictions and phase-outs of problematic plastics

The Recycled Content Opportunity

To help companies like Kenvue communicate with customers about recyclability, in 2025, we funded a report – The Recycled Content Opportunity – co-authored by the Sustainable Packaging Coalition and sustainability marketing firm ERM Shelton, that studied best practices for sustainability claims. One key finding was that narrative claims around recyclability resonate more with consumers than data-only claims. Read more about this insight, and other key findings, in the report here.



Packaging innovation in action

We continue to advance our efforts to reduce the impact of our packaging. Read more about specific examples below, as well as on page 22.

Innovating to reduce

In Turkey, Johnson's® Baby and Listerine® both realized an opportunity to reduce the plastic used in their duo packs, which bundle multiple products together for sale. Both product ranges previously used shrink wrapping to combine the separate bottles into one package. However, the brands reduced the full shrink wrapping to just a simple plastic band made from polyethylene terephthalate glycol, a less brittle form of plastic than regular PET plastic. The bands' strength meant they were as effective as the full shrink wrap and saved more than 12 tons of plastic annually across select Johnson's® Baby and Listerine® SKUs*.

Throughout Asia Pacific, Neutrogena® and Clean & Clear® removed the non-recyclable plastic trays from their packaging for most SKUs. In some cases, where the tray was required, we changed it to a recyclable PET tray. As a result, we're saving 28 tons of virgin plastic annually*.

In 2025, we continued to both roll out and increase the use of PCR across OGX®, Aveeno®, Listerine®, and Johnson's® Baby bottles globally. This resulted in Kenvue's use of recycled content increasing to 18.5%, up from 8.7%.[1]

Innovating to replace

In 2025, Johnson's® Baby South Africa transitioned its bar soap packaging from a virgin plastic wrapper to paper.

Innovating to refill and reuse

In 2025, Johnson's® Baby expanded the use of its refillable pouches for shampoo and bath products globally, following the launch in Brazil in 2024. The packaging transitioned from a multi-material PET/nylon/polyethylene package to a mono-material polyethylene package to make it recycle-ready. Johnson's® Baby also launched a new line of two-in-one hair products using the refillable pouches.

Innovating to recover

In 2025, Codral® continued its partnership with Australian pharmacy chain Chemist Warehouse, and waste management company Pharmacycle, to support the country's largest blister pack recycling initiative. Through the program, customers could deposit used Codral® blister packs— or any other blister packs—in Pharmacycle recycling bins at the stores. To date, the program has diverted more than 30.7 million blister packs, totaling approximately 46 metric tons of material, from landfills, repurposing the recovered materials for steelmaking and use in outdoor products such as decking and fencing.




Blister pack recycling

[1] Calculations based on packaging weights and 2025 calendar year or business plan volumes.

Ethics and compliance

In line with our Values, we are committed to building trust with our consumers, customers, and business partners by holding ourselves accountable to the highest ethical standards in everything that we do. It is not only the right thing to do; it is critical to our long-term success as a company.

Kenvue Code of Conduct

The Kenvue Code of Conduct (the Code) is the foundation that guides Kenvuers in their daily decision-making while at work. It sets forth the principles and policies to which we commit ourselves every day. Our commitment to doing the right thing and upholding these expectations guides our success and strengthens our reputation.

The Code applies to all Kenvuers, as well as consultants and third-party contractors engaged by Kenvue to act on our behalf, regardless of where we work or the type of work we do. It provides clear expectations of what it means to conduct business and behave in an ethical manner. Every employee and all Company representatives are expected to know, understand, and act in accordance with the Code, Company policies, and the laws that govern our activities

Code of Conduct training

To familiarize all Kenvuers with the Code, we use an interactive training course (available in nine languages), which outlines our expectations for appropriate conduct and reinforces our Purpose to realize the extraordinary power of everyday care. For people without access to computers, including in our manufacturing sites, we hold instructor-led training classes with offline materials. In 2025, 98% of team members completed the Code of Conduct training.[1]

Speak Up policy

Kenvue encourages open and candid discussions and provides all Kenvuers free and unfettered access to ask questions and report concerns and grievances. In keeping with this commitment, the Kenvue Speak Up policy provides clarity to employees about the responsibility to "speak up" and a process for doing so whenever anyone becomes aware of potential misconduct.

The timely reporting of breaches or deviations from Kenvue policies or applicable regulations helps us to reinforce our compliance culture and protect the Company from legal or reputational risks, as well as to monitor and mitigate any potential adverse impact on our stakeholders. Making a commitment to report these incidents is part of our culture of transparency and empowerment.

Kenvue does not tolerate threats or acts of retaliation against individuals who, in good faith, provide information regarding actual or potential misconduct in connection with reports of actual or potential misconduct.

Kenvue Integrity Line

The Kenvue Integrity Line is a global channel for reporting grievances or concerns, available 24 hours a day, seven days a week, and in 24 languages, and is a key enabler of our Speak Up policy. It is managed by a third-party – NAVEX – and provides a secure and confidential method to report concerns. The Integrity Line offers anonymous reporting (where permitted by local law) of concerns or potential violations of Kenvue policies or the law.

The process to raise concerns is designed to allow for quick processing, investigation, and escalation of complaints, as needed. A grievance or concern reported to the Integrity Line is sent first to NAVEX. If direct escalation is required, it goes immediately to the Triage Committee, which is composed of cross-functional representatives from legal, ethics and compliance, human resources, and global audit and assurance. Similarly, the Triage Committee also reviews sensitive concerns or potential violations escalated via other channels.

The Triage Committee determines the appropriate course of action. This could include sending the concern to the relevant internal teams (e.g., global security or global brand protection) or initiating an investigative process which culminates in a final decision. If appropriate, management action plans and/or disciplinary action plans may be issued

Tax policy

Our Company's Tax Policy Statement sets forth the guiding principles for governance of tax matters, compliance, planning, and relationships with government authorities and other stakeholders. Approved by the Audit Committee of our Board, this policy applies to all Kenvue subsidiaries and employees.

Compliance, controls, and governance

All Kenvue income, property, and indirect taxes are overseen by our Global Head of Tax, who reports to the Chief Financial Officer. Tax affairs are managed by a global network of qualified and trained tax professionals, supported by professional services firms, who work closely with our business. Oversight and governance of tax matters are maintained through rigorous internal review and approval procedures by the appropriate members of our tax leadership and global audit and assurance, with oversight by the Audit Committee of the Board.

Tax planning and risk

Our global tax organization partners with our business leaders to provide tax planning that aligns with our business operations, enhances value, and manages tax risks. Our tax planning is informed and driven by how our business operates and grows, and we do not create tax haven resident entities for use in our operations.

Transparency and our relationship with external stakeholders

We value transparency and cooperation with tax authorities and are committed to engaging with the tax authorities in all countries in which we operate in a professional, courteous, honest, and collaborative manner regarding all tax matters. In the event a tax authority disagrees with our views on the appropriate tax treatment of a given item, we work constructively to try to resolve the issue in a timely manner through appropriate methods of dispute resolution. We seek to be a valued partner to governments and advocate for tax legislation that provides clarity and fairness, as well as encouraging innovation and growth.

[1] Excludes employees in Russia.

For more information on our tax position, including our effective tax rate for the 2025 fiscal year, please see our Annual Report on Form 10-K.

Responsible marketing

We recognize the critical role marketing plays in shaping consumer choices, and we are committed to marketing practices that are responsible, transparent, and that enable consumers to make informed decisions, thereby earning their trust and loyalty.

Our global media content guidelines provide a framework for our marketing teams, and our Code of Conduct outlines our expectations for responsible marketing and promotion of our products. To support this, we align with marketing principles that support these values:

- **Transparency and scientific integrity:** We believe consumers deserve clear, accurate, and evidence-based information about our products. That's why our marketing communications are rooted in scientific integrity and our health-related claims are substantiated by robust clinical data. We prioritize consumer education to empower individuals to make informed choices.
- **Consumer data privacy:** We are committed to the ethical collection, use, and protection of personal data, in compliance with all applicable data privacy laws, including the European Union's General Data Protection Regulation (the "EU GDPR") and the United Kingdom's General Data Protection Regulation ("U.K. GDPR"). Our marketing teams collect only data that is necessary, with clear consumer consent, and we strive to ensure full transparency on how data is used for personalization or analytics. We do not sell or share consumer data for profit, and we prioritize data minimization, security, and respect for user preferences. Consumer trust is built on transparency, and our privacy policies and cookie notices are written in accessible language to help consumers make informed choices about their digital footprint.
- **Protecting vulnerable audiences:** We uphold strict marketing guidelines to protect vulnerable populations, particularly children and at-risk communities. Our policies prohibit collecting data from children under 16 years old and direct advertising of products to children under the age of 13. We also comply with applicable global regulations and industry best practices to prevent the promotion of unhealthy behaviors.
- **Ethical digital and influencer engagement:** In an increasingly digital world, we recognize the responsibility that comes with engaging consumers across social media and digital platforms. We work hard to ensure that our influencer partnerships and digital marketing campaigns adhere to ethical guidelines, including full disclosure of sponsorships and a commitment to responsible content that avoids exploiting consumer insecurities or promoting unrealistic expectations.
- **Media responsibility:** We aim to align our advertising with consumer media consumption preferences while also protecting our brand equity and maintaining global benchmarks for the quality of our media concerning ad fraud, viewability, and brand safety.
- **Commitment to regulatory compliance:** We align our marketing practices with global regulatory frameworks and voluntary industry standards, including those set by the International Chamber of Commerce, World Federation of Advertisers, and local health authorities. Compliance is embedded in our marketing review processes to maintain the highest ethical standards in all our communications.
- **Empowering consumers through education:** Beyond compliance, we see marketing as an opportunity to educate consumers on health and well-being. Through evidence-based content, partnerships with healthcare professionals, and accessible product information, we aim to support individuals in making choices that contribute to their long-term health and well-being.
- **Responsible use of artificial intelligence (AI):** Any AI-driven tools used in our marketing, whether for personalization, content creation, or analytics, are subject to internal governance to help ensure they align with our principles of transparency, fairness, and human oversight. All AI-generated content is reviewed by human teams to maintain accuracy, cultural sensitivity, and brand integrity. We are actively working to mitigate algorithmic bias and ensure that automated decision-making does not negatively impact vulnerable populations or create health misinformation.
- **Sustainability:** We are committed to promoting products, services, and behaviors that support environmental health, without greenwashing or overstating impact. Our marketing content reflects the sustainability journey of our brands with honesty, aligning to our sustainability priorities, industry best practices, and applicable environmental labeling regulations. We avoid overconsumption messaging and instead encourage mindful use, reuse, and recycling, where applicable.

By embedding responsibility into our marketing strategy, we work to ensure that Kenvue communications not only drive business growth, but also contribute positively to public health.





Metrics

- **Healthy People**
- **Healthy Planet**
- **Healthy Products**
- **SASB Index**
- **GRI Index**

Healthy People

Figures for Healthy People tables are expressed for the calendar year beginning January 1 through December 31 for each year reported, unless otherwise specified.

Workforce composition	2020	2022	2023	2024	2025
Global workforce*					
Total number of employees	-	-	~22,000	~22,000	~22,000
Percent of workforce that are manufacturing employees	-	-	24%	23%	23%
Percent of workforce that are part-time employees	-	-	1%	1%	1%
Total employees by regions*					
North America	-	-	25%	25%	23%
Europe, Middle East, and Africa	-	-	28%	28%	28%
Latin America	-	-	18%	19%	19%
Asia Pacific	-	-	29%	28%	30%
Collective bargaining agreements					
Percent of employees part of collective bargaining agreements	-	-	-	-	38%

Public health

Humanitarian aid					
Value of in-kind contributions[1]	-	-	$31.0M	$55.2M	$50.0M
Value of cash contributions	-	-	$0.7M	$1.1M	$3.4M

[1] The methodology to calculate product donations was a combination of Fair Market Value (FMV), intercompany price or Cost of Goods, and/or retail recommended value. For 2025, intercompany price or Cost of Goods was not included. Product donation cost was calculated only on FMV or recommended retail price (RRP).

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy People

Employee engagement

Engage survey*

	2020	2022	2023	2024	2025
Number of languages available	-	-	17	20	18
Number of countries reported	-	-	59	58	58
Response rate (among all active employees)[1]	-	-	92%	94%	92%
Engagement Score	-	-	81%	86%	82%
Inclusion Index Score	-	-	85%	86%	84%

Learning and development

Average hours of training per employee[2] per year

Developmental learning (non-compliance)	-	-	-	11.7	11.3
Compliance training	-	-	-	-	17.0

Workforce health, safety, and well-being

Employee safety*

Lost workday case rate	-	-	0.12	0.15	0.17
Total recordable incident rate	-	-	0.40	0.45	0.37
ASTM injury and illness case rate[3]	-	-	-	-	0.41
Number of fatalities — employees	-	-	0	0	0
Number of fatalities — contractors	-	-	0	0	0

[1] All employees who have been at Kenvue since October 10th, 2025 were invited to participate.

[2] Based on the number of employees report under Global workforce in the reporting year.

[3] Incidents per 1,000,000 work hours

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Planet

Figures for Healthy Planet tables are expressed for the calendar year beginning January 1 through December 31 for each year reported, unless otherwise specified and reflect all sites in Kenvue's operational control.

Climate change	2020		2022		2023		2024		2025	
Energy consumption* (MWh)										
Total energy consumption	809,290		786,542		728,469		720,814		735,073	
Percent of energy from renewable sources	18.8%		27.3%		39.9%		44.5%		42.4%	
Percent of energy from non-renewable sources	81.2%		72.7%		60.1%		55.5%		57.6%	
Renewable electricity by region[1,*] (MWh)										
Total Kenvue renewable electricity	130,183	29.3%	186,421	43.3%	263,839	65.2%	293,436	72.0%	302,562	76.2%
North America	94,861	58.7%	88,165	59.5%	90,610	62.8%	91,710	68.0%	92,889	69.2%
Europe, Middle East, and Africa	35,104	33.8%	91,203	87.2%	75,908	81.1%	76,623	73.0%	82,666	81.2%
Latin America	-	0.0%	514	0.7%	75,175	100%	74,148	100%	71,256	100%
Asia Pacific	218	0.2%	6,539	6.6%	22,146	24.2%	50,956	55.0%	55,751	62.1%
Scope 1 GHG emissions* (MTs CO_2e)										
Scope 1 emissions	73,841		71,982		62,919		56,538		63,544	
Scope 2 GHG emissions* (MTs CO_2e)										
Scope 2 Location-based emissions	158,307		154,554		146,245		152,261		145,092	
Scope 2 Market-based emissions	136,832		113,934		93,610		76,262		60,000	
Scope 1+2 GHG emissions (MTs CO_2e)										
Total Scope 1 + 2 Market-based emissions*	210,673		185,916		156,529		132,800		123,544	
Total annual reduction of Scope 1 + 2 emissions (%)	0%		11.8%		25.7%		37.0%		41.4%	

[1] Due to rounding, totals may not sum precisely.

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Planet

Climate change	2020	2022	2023	2024	2025
Scope 3* (MTs CO_2e)					
Total Kenvue Scope 3 GHG emissions[1,2]	-	3,652,178	3,410,360	2,881,408	2,999,637
Category 1: Purchased goods and services[3]	-	2,644,220	2,519,417	2,212,203[6]	2,305,433
Category 2: Capital goods[3]	-	18,063	21,474	17,511	17,083
Category 3: Fuel-and-energy related activities[4]	-	71,127	64,867	61,294	44,343
Category 4: Upstream transportation and distribution	-	696,046	549,345	346,127	411,954
Category 5: Waste generated in operations[5]	-	2,314	2,063	497	1,157
Category 6: Business travel	-	23,514	25,901	38,665	14,787
Category 7: Employee commuting	-	28,208	34,692	33,633	24,428
Category 8: Upstream leased assets	-	4,745	5,958	8,080	8,407
Category 9: Downstream transportation and distribution	-	18,082	18,406	12,822	20,361
Category 11: Use of sold products	-	1,129	817	764	805
Category 12: End-of-life treatment of sold products	-	143,995	166,869	149,773	150,879
Category 15: Investments	-	735	551	41	0
Scope 3 SBT supplier engagement					
Percent of Kenvue's suppliers by emissions covering Category 1: Purchased goods and services and Category 4: Upstream transportation and distribution, that have science-based targets	-	19%	21%	28%	35%[7]

[1] Emissions from C10: Processing of sold products, C13: Downstream leased assets, and C14: Franchises are not applicable to Kenvue. Due to rounding, totals may not sum precisely.

[2] Scope 3 data limited assurance provided by ERM CVS includes all Scope 3 categories except C1: Purchased goods and services – Forest Land and Agriculture (FLAG) emissions (452,958 MT CO_2e) and C15: Investments (0 MT CO_2e).

[3] Due to the US EPA discontinuing the EEIO database in Q3 2025, 2025 emissions were calculated using Cornerstone Supply Chain Greenhouse Gas Emission Factors v1.4.

[4] In 2025, no transmission, distribution, or upstream fuel related emissions associated with electricity generation from onsite renewables were calculated.

[5] 2025 waste emissions were calculated using DEFRA's newest emissions factors, published June 10, 2025.

[6] Updated 2024 FLAG emissions calculations after identifying a data quality improvement opportunity to 623,307 MT CO_2e. This improvement exceeded our 5% materiality threshold.

[7] Calculated based on 2024 supplier spend and CO_2 emissions as the 2025 data is not yet available.

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Planet

Climate change	2020	2022	2023	2024	2025
Energy use by type[1] (MWh)					
Total Kenvue purchased energy*	806,901	784,847	723,138	720,814	715,222
Electricity purchased from grid	441,644	423,230	385,188	385,120	351,844
Natural gas	284,951	266,846	218,704	207,012	216,691
Diesel fuel	44,396	44,461	50,819	39,421	45,987
Direct heating/district cooling	15,528	19,763	18,520	19,048	16,637
Steam	3,068	5,882	17,556	20,086	26,995
Propane	1,513	1,829	1,347	1,690	583
Kerosene	5,129	4,714	3,899	5,607	4,919
Fuel oil	3,686	4,541	2,415	3,109	2,869
Liquefied petroleum gas (LPG)	4	0	0	0	0
Co-generation/tri-generation (electricity)	0	0	9,815	18,262	29,406
Biogas	6,821	8,414	8,206	8,129	9,062
Leased solar PV	162	5,165	6,614	13,324	10,215
Petrol	0	0	1	53	0
Biodiesel	0	0	0	0	14
Total Kenvue not purchased energy	-	-	-	-	19,851
Owned solar PV	-	-	-	-	5,582
Steam and cooling from co-generation/tri-generation	-	-	-	-	14,269

[1] Due to rounding, totals may not sum precisely.

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Planet

Biodiversity, land and forest	2020		2022		2023		2024		2025	
Palm oil sourcing (MTs)										
Total Kenvue volume of palm oil-based ingredients purchased[1]	-	-	-	-	30,600	-	35,450	-	30,630	-
Volumes of palm oil-based ingredients purchased through RSPO physical supply chains or covered by RSPO Book & Claim credits										
Identity Preserved	-	-	-	-	0	0%	0	0%	0	0%
Segregated	-	-	-	-	0	0%	0	0%	0	0%
Mass Balance	-	-	-	-	9,200	30%	21,160	60%	24,010	78%
Book & Claim credits	-	-	-	-	21,400	70%	14,290	40%	6,620	22%
Paper and wood fiber sourcing* (MTs)										
Total Kenvue volume of paper and wood fiber sourced[2]	-	-	-	-	84,718	-	82,230	-	77,400	-
Total volume of certified or verified recycled paper and wood fiber packaging	-	-	-	-	79,728	94%	80,030	97%	75,750	98%
FSC® certified paper and wood fiber	-	-	-	-	43,123	51%	49,480	60%	65,390	84%
PEFC certified paper and wood fiber	-	-	-	-	13,660	16%	11,720	14%	2,860	4%
Verified recycled paper and wood fiber	-	-	-	-	22,945	27%	18,830	23%	7,500	10%
Total volume of paper and wood fiber packaging not certified or verified recycled[3]	-	-	-	-	4,990	6%	2,200	3%	1,650	2%

[1] Includes palm-oil–based ingredients procured by Kenvue for its own sites, as well as those procured by External Manufacturers, where Kenvue specifies the source of supply. The total weight of palm-oil–based ingredients is calculated using the 2025 Business Plan volumes, supported by internal subject-matter expertise and standard conversion factors as defined in the RSPO Supply Chain Certification Standard, as applicable.

[2] The information provided is primarily based on supplier-reported data collected through structured surveys, including, among others, volume, certification/recycled status, and country of origin. Supporting documentation (e.g., calculation files, Enterprise Resource Planning extracts, certification records, and invoices) is obtained and reviewed, and efforts are made to validate its accuracy and completeness. Volumes include direct purchases of cartons, corrugates, and leaflets, and excludes packaging materials sourced through certain externally manufactured products.

[3] For some of the volumes included, insufficient evidence was available to confirm their certified or verified recycled status. Therefore, they are assumed to be non-certified, virgin.

* In 2026, data from 2025 received limited third-party assurance from ERM CVS.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Planet

Waste

Waste generated and diverted from disposal[1,*]

	2020	2022	2023	2024	2025
Total waste generated (MTs)	-	-	59,830	57,700	53,950
Hazardous waste (%)	-	-	8.8%	8.2%	9.8%
Non-hazardous waste (%)	-	-	91.2%	91.8%	90.2%
Total waste diverted from disposal (MTs)	-	-	46,173	45,000	41,730
Total waste diverted from disposal (%)	-	-	77.1%	78.1%	77.3%

Water

Water[1,*] (million cubic meters)

Discharged	-	-	-	2.3	2.2
Withdrawal	-	-	-	-	3.3
Consumption	-	-	-	-	1.1

[1] Applies to 27 Kenvue-owned manufacturing sites as well as two R&D sites.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Products

Figures for Healthy Products tables are expressed for the calendar year beginning January 1 through December 31 for each year reported, unless otherwise specified.

Ethics and compliance

Supplier engagement[1]

	2020	2022	2023	2024	2025
Percent of Kenvue total suppliers with EcoVadis assessments completed	-	-	4%	3%	17%

Board of Directors

Composition of Board of Directors[2]

Number of Directors	-	-	11	11	12
Number of Independent Directors	-	-	7	9	11
Percentage of Independent Directors	-	-	64%	82%	92%

Employee training

Kenvue Code of Conduct (COC) training

Percentage of active employees who completed online COC training	-	-	97%[3]	96%[3]	98%[4]

[1] Supplier EcoVadis assessments for 2023, 2024, and 2025 are reported as of March 22, 2024, April 22, 2025, and March 3, 2026, respectively.

[2] Board composition for 2023, 2024, and 2025 is reported as of April 10, 2024, December 31, 2024, and December 31, 2025, respectively.

[3] Excludes manufacturing employees.

[4] Response for 2025 includes manufacturing employees and excludes employees located in Russia

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Products

Plastics

Plastic packaging (MTs)

	2021	2022	2023	2024	2025
Total weight of plastic packaging[1]	125,000	117,000	105,000	107,000	101,000
Percent of plastic packaging made from recycled and/or renewable materials	1.0%	4.4%	6.9%	8.7%	18.4%
Total percent reduction of virgin plastics in packaging weight	1.0%	9.6%	21.1%	21.4%	33.2%
Percent of plastic packaging that is recyclable at scale or refillable	72.8%	71.1%	71.4%	69.0%	67.1%
Percent of plastic packaging that is recyclable or refillable	-	-	-	-	80.3%

Product quality and consumer safety

Product quality indicators

Number of regulatory inspections of Kenvue sites[2] by worldwide health authorities	-	-	125	124	147
Percent of regulatory inspections that resulted in zero observations	-	-	83%	86%	78%
Number of FDA inspections of Kenvue sites	-	-	4	4	3
Percent of FDA inspections that resulted in zero observations	-	-	75%	75%	67%
Average number of observations per FDA inspection	-	-	1.25	0.50	1.70
Number of independent audits of Kenvue sites to ensure compliance with Kenvue Quality Policy & Standards	-	-	43	40	27
Number of FDA warning letters issued	-	-	0	0	0
Number of Kenvue sites certified to ISO 9001	-	-	5	7	7
Number of recalls	-	-	-	1	5

[1] Packaging for direct purchases may not include all externally manufactured products. Total weight of plastics packaging is calculated utilizing 2025 purchase volumes. Post-consumer recycled (PCR) percentage was based on business plan.

[2] Applies to all Kenvue-owned manufacturing facilities.

Please see page 86 for data definitions and goals & commitments parameters.

Healthy Products

Quality, environmental, health and safety

	2020	2022	2023	2024	2025
EHS compliance and certifications					
Number of Kenvue-owned and operated manufacturing facilities[1]	-	-	27	27	27
Number of Kenvue manufacturing and R&D sites[2] certified to ISO 14001[3]	-	-	29	29	29
Percent of Kenvue manufacturing and R&D sites[2] certified to ISO 14001[3]	-	-	100%	100%	100%
Number of Kenvue manufacturing and R&D sites[2] certified to ISO 45001[3]	-	-	3	3	7
Percent of Kenvue manufacturing and R&D sites[2] certified to ISO 45001[3]	-	-	10.3%	10.3%	24.1%
Number of environmental non-compliances	-	-	8	8	15
Fines paid for environmental non-compliances (USD)	-	-	$600	$1,200	$0

Financials

Financial results[4] (millions)					
Net sales	-	-	$15,444	$15,455	$15,124
Net income	-	-	$1,664	$1,030	$1,470
Net sales by business segment[4] (millions)					
Self Care	-	-	$6,451	$6,527	$6,378
Skin Health & Beauty	-	-	$4,378	$4,240	$4,114
Essential Health	-	-	$4,615	$4,688	$4,632

[1] Kenvue-owned facilities used for manufacturing, where Kenvue has operational control.

[2] The total manufacturing and R&D sites exclude small R&D and manufacturing sites (defined as less than 50 employees).

[3] Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of 2025 reporting year.

[4] Results for the fiscal twelve months ended December 31, 2023, December 29, 2024, and December 28, 2025 as reported in Kenvue's Annual Report on Form 10-K released on February 20, 2026.

Please see page 86 for data definitions and goals & commitments parameters.

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SASB Index: Household & Personal Products Standard

Disclosure Topic and Account Metrics		Location/Response
Water Management		
CG-HP-140a.1	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Data tables, p. 73 (Water) Kenvue does not disclose percentages.
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water, p. 50-52
Product Environmental, Health, and Safety Performance		
CG-HP-250a.1	Revenue from products that contain REACH substances of very high concern (SVHC)	Kenvue does not disclose this data.
CG-HP-250a.2	Revenue from products that contain substances on the California DTSC Candidate Chemicals List	Kenvue does not disclose this data.
CG-HP-250a.3	Discussion of process to identify and manage emerging materials and chemicals of concern	Product quality and consumer safety, p. 53-57 Position on Impact of Pharmaceuticals and Personal Care Products in the Environment Position on Quality, Safety and Compliance
CG-HP-250a.4	Revenue from products designed with green chemistry principles	Kenvue does not disclose this data.
Packaging Lifecycle Management		
CG-HP-410a.1	(1) Total weight of packaging, (2) percentage made from recycled and/or renewable materials, and (3) percentage that is recyclable, reusable, and/or compostable	Packaging solutions, p. 61-63 Data tables, p. 75 (Plastic packaging)
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Packaging solutions, p. 61-63 Waste, p. 50
Environmental and Social Impacts of Palm Oil Supply Chain		
CG-HP-430a.1	Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO) supply chains as (a) Identity Preserved, (b) Segregated, (c) Mass Balance, or (d) Book & Claim	Palm oil, p. 48-49 Data tables, p. 72 (Palm oil sourcing)
Activity Metrics		
CG-HP-000.A	Units of products sold, total weight of products sold	Kenvue does not disclose this data.
CG-HP-000.B	Number of manufacturing facilities	Data tables, p. 76 (EHS compliance and certifications)

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GRI Index

Kenvue has reported the information cited in this GRI content index for the period January 1, 2025 to December 31, 2025 with reference to the GRI Standards.

GRI Standard	GRI Disclosure	Location/Response
General Disclosures		
GRI General Disclosures 2021	2-1: Organizational details	Kenvue Inc. is a publicly traded corporation. The location of our headquarters is 1 Kenvue Way, Summit, NJ 07901. The countries of our operations are listed in our Form 10-K, Exhibit 21.
	2-2: Entities included in the organization's ESG Reporting	About this report, p. 5 Form 10-K, Notes to Consolidated Financial Statements, Description of the Company and Summary of Significant Accounting Policies
	2-2: Entities included in the organization's ESG Reporting	About this report, p. 5 Kenvue intends to publish the HLM Report annually. Kenvue's fiscal year (FY) ends on the Sunday nearest to the end of the month of December. January 1, 2025 and December 31, 2025. Kenvue's financial and ESG reporting periods are aligned. Kenvue's 2025 Healthy Lives Mission Report was published on June 16, 2026. For questions about the report or reported information, please contact: sustainability@kenvue.com
	2-4: Restatements of information	There are no restatements of information.
	2-5: External assurance	Kenvue's Director, ESG Reporting & Engagement led the process of seeking external assurance. Limited Assurance Statement 2025
	2-6: Activities, value chain, and other business relationships	About Kenvue, p. 4 Form 10-K, Item 1. Business Form 10-K, Item 1. Business; Item 1A. Risk Factors
	2-7: Employees	Data tables, p. 67 (Global workforce) Data tables, p. 67 (Total employees by regions)
	2-9: Governance structure and composition	Delivering our sustainability strategy, p. 8 Principles of Corporate Governance, p. 4-6 Proxy Statement, p. 10-23, 25-28, 32-33 Governance
	2-10: Nomination and selection of the highest governance body	Principles of Corporate Governance, p. 4-6, 13 Proxy Statement, p. 9
	2-11: Chair of the highest governance body	The Chair of the Board of Directors is not a senior executive.
	2-12: Role of the highest governance body in overseeing the management of impacts	Delivering our sustainability strategy, p. 8 Proxy Statement, p. 30-31 Principles of Corporate Governance

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GRI Index

General Disclosures

GRI Standard	GRI Disclosure	Location/Response
GRI General Disclosures 2021	2-13: Delegation of responsibility for managing impacts	Delivering our sustainability strategy, p. 8 Principles of Corporate Governance
	2-14: Role of the highest governance body in ESG Reporting	The Nominating, Governance & Sustainability Committee of the Kenvue Board of Directors reviews the progress of sustainability goals and objectives, trends in enforcement and industry practices, and discusses any significant reports or public statements relating to sustainability or ESG matters, including this Report.
	2-15: Conflicts of interest	Principles of Corporate Governance, p. 2 Code of Business Conduct and Ethics for Members of the Board of Directors and Executive Officers, p. 1-2 Proxy Statement, p. 11, 32
	2-16: Communication of critical concerns	Principles of Corporate Governance, p. 5 Proxy Statement, p. 38
	2-17: Collective knowledge of the highest governance body	Principles of Corporate Governance, p. 6-7 Proxy Statement, p. 33
	2-18: Evaluation of the performance of the highest governance body	Principles of Corporate Governance, p. 6-7 Proxy Statement, p. 29
	2-19: Remuneration policies	Proxy Statement, p. 40-71
	2-20: Process to determine remuneration	Principles of Corporate Governance, p. 4 Proxy Statement, p. 40-71
	2-21: Annual total compensation ratio	Proxy Statement, p. 71
	2-22: Statement on sustainable development strategy	Message from our CEO, p. 3
	2-23: Policy commitments	Ethics and compliance, p. 64-65 Kenvue Code of Conduct Code of Business Conduct and Ethics for Members of the Board of Directors and Executive Officers
	2-24: Embedding policy commitments	Ethics and compliance, p. 64-65 Kenvue Code of Conduct

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GRI Index

GRI Standard	GRI Disclosure	Location/Response
General Disclosures		
GRI General Disclosures 2021	2-25: Processes to remediate negative impacts	Kenvue Integrity Line Palm oil, p. 48-49
	2-26: Mechanisms for seeking advice and raising concerns	Ethics and compliance, p. 64-65 Kenvue Code of Conduct, p. 7-9 Kenvue Integrity Line Palm oil, p. 48-49
	2-27: Compliance with laws and regulations	Data tables, p. 76 (EHS compliance and certifications)
	2-28: Membership associations	Kenvue participates in the following industry and membership associations, amongst others: • Business for Social Responsibility Consumer Goods Forum • Ellen McArthur Foundation Global Commitments • Intellectual Property Owners Association I • International Anti-Counterfeiting Coalition • International Trademark Association • Pharmaceutical Trademarks Group • Roundtable on Sustainable Palm Oil (RSPO) • Self Care Federation • Sustainable Brands • Trellis Group World Wide Fund for Nature Climate Business Network
	2-29: Approach to stakeholder engagement	Determining double materiality, p. 9
	2-30: Collective bargaining agreements	Data tables, p. 67 (Collective bargaining agreements)
Material Topics		
GRI 3: Material Topics 2021	3-1: Process to determine material topics	Determining double materiality, p. 9
	3-2: List of material topics	Determining double materiality, p. 9
Economic Performance		
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	2025 CDP Response, p. 51-77 Task Force on Climate-related Financial Disclosures, p. 9-12 Climate resilience and risk management, p. 37

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GRI Index

GRI Standard	GRI Disclosure	Location/Response
Inclusion		
GRI 3: Material Topics 2021	3-3: Management of material topic	Inclusion, p. 26-28
GRI 404: Training & Education 2016	404-1: Average hours of training per year per employee	Data tables, p. 68 (Learning and development)
	404-2: Programs for upgrading employee skills and transition assistance programs	Learning and development, p. 25
Workforce health, safety and well-being		
GRI 3: Material Topics	3-3: Management of material topic	Workforce health, safety, and well-being, p. 29-31
GRI 403: Occupational Health and Safety 2018	403-1: Occupational health and safety management system	Workforce health, safety, and well-being, p. 29-31
	403-2: Hazard identification, risk assessment, and incident investigation	Workforce health, safety, and well-being, p. 29-31
	403-3: Occupational health services	Workforce health, safety, and well-being, p. 29-31
	403-4: Worker participation, consultation, and communication on occupational health and safety	Workforce health, safety, and well-being, p. 29-31
	403-5: Worker training on occupational health and safety	Workforce health, safety, and well-being, p. 29-31
	403-6: Promotion of worker health	Workforce health, safety, and well-being, p. 29-31
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce health, safety, and well-being, p. 29-31
	403-8: Workers covered by an occupational health and safety management system	Workforce health, safety, and well-being, p. 29-31

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GRI Index

GRI Standard	GRI Disclosure	Location/Response
Inclusion		
GRI 403: Occupational Health and Safety 2018	403-9: Work-related injuries	Data tables, p. 68 (Employee safety)
	403-10: Work-related ill health	Data tables, p. 68 (Employee safety)
Public health		
GRI 3: Material Topics	3-3: Management of material topic	Public health, p. 32-33
	Humanitarian Aid	Data tables, p. 67 (Humanitarian aid)
Human rights		
GRI 3: Material Topics	3-3: Management of material topic	Human rights, p. 34-36
	Kenvue Code of Conduct (COC) Training	Data tables, p. 74 (Kenvue Code of Conduct training) Human rights considerations are covered in Kenvue's Code of Conduct.
Climate		
GRI 3: Material Topics	3-3: Management of material topic	Climate change, p. 37-46 Task Force on Climate-related Financial Disclosures 2023 Report
GRI 302: Energy 2016	302-1: Energy consumption within the organization	Data tables, p. 69 (Energy consumption) Data tables, p. 71 (Energy use by type) Data tables, p. 69 (Renewable electricity by region)
	302-4: Reduction of energy consumption	Data tables, p. 69 (Energy consumption)
	302-5: Reductions in energy requirements of products and services	Data tables, p. 71 (Energy by use type)
GRI 305: Emissions 2016	305-1: Direct (Scope 1) GHG emissions	Data tables, p. 69 (Scope 1 GHG emissions)
	305-2: Energy indirect (Scope 2) GHG emissions	Data tables, p. 69 (Scope 2 GHG emissions)
	305-3: Other indirect (Scope 3) GHG emissions	Data tables, p. 70 (Scope 3 GHG emissions, by source)
	305-5: Reduction of GHG emissions	Data tables, p. 69 (Scope 1 + 2 GHG emissions)

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GRI Index

GRI Standard	GRI Disclosure	Location/Response
Nature		
GRI 3: Material Topics	3-3: Management of material topic	Biodiversity, land and forests, p. 47-49
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity, land and forests, p. 47-49 Position on Responsible Palm Oil Sourcing Position on Responsible Wood Fiber Sourcing Position on Sustainable Sourcing
Water		
GRI 303: Water & Effluents 2018	303-1: Interactions with water as a shared resource	Water, p. 50-52
	303-2: Management of water discharge-related impacts	Water, p. 50-52 Pharmaceuticals and personal care product ingredients in the environment, p. 51 Position on Impact of Pharmaceuticals and Personal Care Products in the Environment
	303-3: Water withdrawal	Data tables, p. 73 (Water)
	303-4: Water discharge	Data tables, p. 73 (Water)
	303-5: Water consumption	Data tables, p. 73 (Water)
Waste		
GRI 3: Material Topics	3-3: Management of material topic	Waste, p. 50-52
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Waste, p. 50-52
	306-2: Management of significant waste-related impacts	Waste, p. 50-52 Position on Impact of Pharmaceuticals and Personal Care Products in the Environment
	306-3: Waste generated	Data tables, p. 73 (Waste generated and diverted from disposal)
	306-4: Waste diverted from disposal	Data tables, p. 73 (Waste generated and diverted from disposal)
	306-5: Waste directed to disposal	Data tables, p. 73 (Waste generated and diverted from disposal)

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GRI Index

GRI Standard	GRI Disclosure	Location/Response
Product quality and consumer safety		
GRI 3: Material Topics	3-3: Management of material topic	Product quality and consumer safety, p. 49-53 Position on Quality, Safety and Compliance
	416-2: Incidents of non-compliance concerning the health and safety impacts of products and services	Data tables, p. 75 (Product quality indicators)
Sustainable product innovation		
GRI 3: Material Topics	3-3: Management of material topic	Sustainable product innovation, p. 58-60
Product transparency		
GRI 3: Material Topics	3-3: Management of material topic	Product transparency, p. 60
Packaging solutions		
GRI 3: Material Topics	3-3: Management of material topic	Packaging solutions, p. 61-63
GRI 301: Materials 2016	301-1: Materials used by weight or volume	Data tables, p. 75 (Plastic packaging)
	301-2: Recycled input materials used	Data tables, p. 75 (Plastic packaging)
Ethics and compliance		
GRI 3: Material Topics	3-3: Management of material topic	Ethics and compliance, p. 64-65
GRI 205: Anti-corruption 2016	205-2: Communication and training about anti-corruption policies and procedures	Data tables, p. 74 (Kenvue Code of Conduct training) Kenvue's Code of Conduct covers our stance on anti-corruption.
GRI 308: Supplier Environmental Assessment 2016	308-1: New suppliers that were screened using environmental criteria	Data tables, p. 70 (Scope 3 SBT Supplier Engagement) Kenvue's Supplier Code of Conduct
	308-2 Negative environmental impacts in the supply chain and actions taken	Data tables, p. 70 (Scope 3 SBT Supplier Engagement) Position on Sustainable Sourcing
GRI 414: Supplier Social Assessment 2017	414-2 Negative social impacts in the supply chain and actions taken	Data tables, p. 70 (Scope 3 SBT Supplier Engagement) Global Modern Slavery Statement 2025 Position on Human Rights Position on Sustainable Sourcing Kenvue's Supplier Code of Conduct

Appendix

- **Data definitions**

Data definitions

Healthy People

Metric/topic	Definition
Employees	Employees are defined as individuals working full-time or part-time, excluding fixed-term employees, interns, and co-op employees. Contingent workers, contractors, subcontractors, and individuals on long-term disability are also excluded.
Kenvuers	All Kenvuers irrespective of gender, race, ethnicity or any other characteristic protected by law.
Manufacturing employees	Manufacturing employees are defined as non-supervisory personnel, who are engaged in functions such as production, production maintenance, quality control inspections, materials management distribution, and warehousing.
Part-time employees	Part-time employees are defined in the U.S. as employees currently on the payroll who have a continual and regularly scheduled workweek of 20 hours or more, but less than 35 hours. Data for non-U.S. employees follows each country's regulations regarding temporary part-time status.
Engagement score	Engagement Index is scored as % favorable responses using the 5 pt Likert Scale of "Strongly Agree - Agree - Neither Agree nor Disagree - Disagree - Strongly Disagree" across 5 questions: 1. My work gives me a sense of personal accomplishment. 2. At Kenvue, I am motivated to contribute above and beyond what is required in my role. 3. I am proud to be a Kenvuer. 4. I would like to be working at Kenvue one year from now. 5. I would recommend Kenvue as a great place to work. Respondents are provided a sixth response option of "Don't Know" to enable them to provide an accurate representation of their opinions. This response option is excluded from all favorability calculations.
Inclusion index score	Inclusion index is scored as % favorable responses using the 5 pt Likert scale of "Strongly Agree – Agree – Neither Agree nor Disagree -Disagree- Strongly Disagree" across 8 questions: 1. Senior Leadership is committed to building a diverse workforce. 2. Diverse perspectives are valued at Kenvue. 3. I feel like I belong in my workgroup. 4. I trust my people leader (manager). 5. My people leader values my perspective even when it is different from their own. 6. I am treated with respect at work. 7. I feel like I belong at Kenvue. 8. Everyone can succeed to their full potential at Kenvue. Respondents are provided a sixth response option of "Don't Know" to enable them to provide an accurate representation of their opinions. This response option is excluded from all favorability calculations.

Data definitions

Healthy People

Metric/topic	Definition
People leader effectiveness	People Leader effectiveness is scored as % favorable responses using the 5 pt Likert Scale of "Strongly Agree - Agree - Neither Agree nor Disagree - Disagree - Strongly Disagree" across 13 questions: 1. I can see a clear link between my work and Kenvue's vision and objectives. 2. I am encouraged to come up with better ways of doing things. 3. I have a clear understanding of what is expected of me in my role. 4. I receive feedback that helps me improve my performance. 5. My job performance is evaluated fairly. 6. I receive meaningful recognition when I do a good job. 7. I feel like I belong in my workgroup. 8. My workload is manageable. 9. My people leader supports me in my career development. 10. My people leader role models The Kenvue Way. 11. My people leader and I have meaningful conversations for setting my goals and objectives. 12. I trust my people leader. 13. I have the flexibility I need in my work schedule to meet both work and personal needs. Respondents are provided a sixth response option of “Don’t Know” to enable them to provide an accurate representation of their opinions. This response option is excluded from all favorability calculations.
Compliance training	Compliance training consists of training required to meet regulatory purposes.
Developmental learning	Training includes voluntary, developmental learning and excludes compliance training.
Collective bargaining agreements	In many countries, union membership/collective bargaining agreements is considered a private matter and may not be tracked for those countries. In some countries, employees who are not union members may nevertheless be subject to collective bargaining agreements.
ASTM injury and illness case rate	ASTM Injury and Illness rates are expressed in incidents per 1,000,000 work hours. The rate calculation uses the following formula: Number of ASTM Level 1 injuries and / or Illnesses x 1,000,000 / Number of hours worked. As per ASTM Standard E2920-24 we use 2,000 hours per year, multiplied by full-time-equivalent (FTE), the same as for TRIR (based on an assumption of 167 hours worked per employee per month).
Lost workday case rate	“Lost days” are calendar days counted beginning the day after an incident has taken place.
Total recordable incident rate (TRIR)	The number of recordable incidents per 100 full-time workers. Kenvue calculates TRIR based on an assumption of 167 hours worked per employee per month.

Data definitions

Healthy Planet

Metric/topic	Definition
Non-renewable energy sources	Non-renewable energy sources are defined in GRI 302: Energy 2016; an energy source is an energy source that cannot be replenished, reproduced, grown or generated in a short time period through ecological cycles or agricultural processes (e.g., coal, fuels distilled from petroleum or crude oil, fuels extracted from natural gas processing and petroleum refining; natural gas). Inventory and reporting are aligned with RE100 technical criteria and supplemented by CDP.
Operational control	Applies to all Kenvue-owned facilities where Kenvue has operational control, regardless of building type; all leased facilities used for manufacturing and/or research and development; and leased, non-manufacturing and/or non-research and development facilities where the facility is greater than 50,000 square feet and where Kenvue has operational control. The 2020 baseline and all subsequent reporting years include all facilities aligned to Kenvue's structure upon separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.
Renewable energy sources	Renewable energy sources are defined in GRI 302: Energy 2016; an energy source that is capable of being replenished in a short time through ecological cycles or agricultural processes (e.g., biomass, geothermal, hydro, solar, wind). Renewable electricity targets are achieved through a combination of actions, including on-site solar, virtual power purchase agreements (VPPAs), direct power purchase agreements (PPAs), energy attribute certificates (EACs), also known as renewable electricity certificates (RECs), and green retail contracts.
SBTi Net-Zero Standard	According to SBTi Net-Zero Standard, long-term targets must have a target year of 2050 or sooner. Developing the Corporate Net zero Standard Version 2, 2025.
Scope 1 inventory management	The inventory was compiled in accordance with the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol - A Corporate Account and Reporting Standard (Revised Edition 2013) including the amendment to this protocol, GHG Protocol Scope 2 Guidance (2015). Scope 1 emission factors are sourced from a variety of reputable public sources which includes emission factors for fuel sources which are multiplied by the associated global warming potential (GWP) and added together to determine the total CO_2e. Scope 1 emissions are defined as from sources that are owned or controlled by Kenvue and occur on-site within its operational boundaries. The target boundary includes land-related emissions and removals from bioenergy feedstocks.
Scope 2 inventory management	The inventory was compiled in accordance with the World Resources Institute (WRI) / World Business Council for Sustainable Development (WBCSD) Greenhouse Gas (GHG) Protocol - A Corporate Account and Reporting Standard (Revised Edition 2013) including the amendment to this protocol, GHG Protocol Scope 2 Guidance (2015). Scope 2 accounts for GHG emissions from the generation of purchased electricity consumed by Kenvue. The target boundary includes land-related emissions and removals from bioenergy feedstocks. Unless otherwise noted, references to Scope 2 in this report are market-based.
Scope 3 inventory management	Scope 3 are defined as indirect emissions (not included in scope 2) that occur in the value chain of the reporting company, including both upstream and downstream emissions and are aligned with The World Business Council on Sustainable Development (WBCSD) defined 15 scope 3 categories in the Corporate Value Chain (Scope 3) Accounting and Reporting Standard.

Data definitions

Healthy Planet

Metric/topic	Definition
Scope 3; Category 1: Purchased goods and services	Includes emissions from all upstream impacts (cradle to gate) from Kenvue's supply chain related to goods (such as external manufacturing, chemicals, packaging) and services (media, marketing, research services). This also includes Forest, Land and Agriculture (FLAG) emissions from cotton, palm oil, and timber. Annual emissions are calculated using company spend in the report year paired with appropriate economic input/out (IO) Supply Chain Greenhouse Gas Emissions Factors. Emissions associated with intercompany transactions between Kenvue entities have been excluded. These emissions are already captured in the Scope 1 and 2 inventories of the supplying entities and/or in the upstream Scope 3 emissions of the original procurement. This treatment aligns with the GHG Protocol's principle of avoiding duplication across scopes and entities within the same organizational boundary.
Scope 3; Category 2: Capital goods	Includes emissions from all upstream impacts (cradle to gate) for categories designated as capital goods under Kenvue's financial accounting (capital equipment, construction, and facility services). Annual emissions are calculated using company spend in the report year paired with appropriate economic input/out (IO) Supply Chain Greenhouse Gas Emissions Factors. Emissions associated with intercompany transactions between Kenvue entities have been excluded. These emissions are already captured in the Scope 1 and 2 inventories of the supplying entities and/or in the upstream Scope 3 emissions of the original procurement. This treatment aligns with the GHG Protocol's principle of avoiding duplication across scopes and entities within the same organizational boundary.
Scope 3; Category 3: Fuel-and-energy related activities	Includes upstream emissions associated with the production of fuels, electricity, steam, chilled water, and district heat consumed by Kenvue. This includes well-to-tank (WTT)—GHG emissions from the production, transportation, transformation, and distribution of the fuel used to power vehicles, transmission and distribution (T&D)—GHG emissions associated with distributing electricity from a utility to the end user, and WTT and T&D loss—upstream GHG emissions associated with the production, transportation, transformation, and distribution of the fuel used to power electricity that is lost in the transmission and distribution process. Emissions were calculated using IEA loss factors for electricity and DEFRA WTT emission factors for fuels and electricity.
Scope 3; Category 4: Upstream transportation and distribution	Includes emissions from air, rail, road, and marine transportation, and storage of products produced in the reporting year. This can be between an organization's tier 1 suppliers and its own operations, or for all inbound or outbound logistics purchased by the reporting organization from a third-party. Reporting includes all inbound and outbound third-party logistics and warehousing paid for by Kenvue.
Scope 3; Category 5: Waste generated in operations	Includes emissions from waste generated in Kenvue-owned facilities where Kenvue has operational control, used for manufacturing and/or research and development. Emissions were calculated for both non-hazardous and hazardous waste using DEFRA's emissions factors for waste.
Scope 3; Category 6: Business travel	Includes emissions from the transportation of employees for business-related activities, including air, rail, and automobile travel including well-to-wheel emissions (emissions produced throughout a fuel's entire lifecycle, from its production to its use). Hotel stays are considered optional for reporting to the SBTi and are not reported. Travel related emissions from reimbursements were excluded.
Scope 3; Category 7: Employee commuting	Includes emissions from the transportation of employees from home to their office locations and back. For records without home or work locations, an average regional commuting distance was applied.
Scope 3; Category 8: Upstream leased assets	Includes emissions from upstream leased assets and was calculated for sites that do not meet the criteria of Kenvue's Scope 1 and 2 emissions: Kenvue-owned facilities where Kenvue has operational control, regardless of building type; all leased facilities used for manufacturing and/or research and development; and leased, non-manufacturing and/or non-research and development facilities where the facility is greater than 50,000 square feet.

Data definitions

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Metric/topic	Definition
Scope 3; Category 9: Downstream transportation and distribution	Includes emissions from the transportation and distribution of sold products. This only includes emissions from after the point of sale when transportation of the product is not paid for by Kenvue. In general, most of the outbound transportation from Kenvue's operations to customers is paid for by Kenvue and reported in C4. Upon transfer of goods to Kenvue's customers, products are distributed/stored downstream from retailers' warehouses to their retail locations and reported in C9 and was calculated using activity-based data using DEFRA's well-to-wheel and IEA Global Electric Power emissions factors.
Scope 3; Category 10: Processing of sold products	Kenvue does not sell intermediate products that require downstream processing so this category is not relevant to our organization.
Scope 3; Category 11: Use of sold products & Category 12: End-of-life treatment of sold products	Includes direct emissions from the use of sold products and the end-of-life treatment of sold products was calculated using sales volumes for all Kenvue products combined with life cycle assessment (LCA) models where sales volumes could be obtained; where they could not be obtained, sales revenues and average unit prices were used to estimate volumes. Due to the size of our product portfolio, LCAs were not performed for every Kenvue product, so products were placed into LCA categories, and a representative product LCA was applied.
Scope 3; Category 13: Downstream leased assets	Kenvue does not have downstream leased assets, so this category is not relevant to our organization.
Scope 3; Category 14: Franchises	Kenvue does not have franchises, so this category is not relevant to our organization.
Scope 3; Category 15: Investments	Includes emissions calculated using a spend-based model (US EPA EEIO) and Kenvue's percent equity in portfolio companies.
Diverted waste	Diverted waste is defined as recycled, reused, or used for waste-to-energy.
Hazardous waste	Hazardous waste is defined per applicable local laws or regulations. In the absence of a local regulatory definition, hazardous waste includes any discarded chemical classified as hazardous under the Globally Harmonized System (GHS).
Non-hazardous waste	Waste that does not meet the criteria for hazardous waste, biological waste, or radioactive waste.
Waste generated	The methodology to calculate total waste across all facilities includes a combination of data from waste management documents (e.g. invoices, manifests, reports) and facility subject matter expert estimations.
Zero manufacturing waste	Currently measured as waste to landfill/incineration without energy recovery.
Water consumption	Water consumption is calculated as the difference between water withdrawal and water discharged.
Water discharged	The methodology to calculate total water discharged across all facilities includes a combination of direct measurements and facility subject matter expert estimations.

Data definitions

Healthy Planet

Metric/topic	Definition
Water withdrawal	Water withdrawal refers to all water removed from a source for use at a Kenvue operating site, regardless of end use. Water withdrawal for soil remediation or construction-related drainage is excluded from reporting. The methodology to calculate total water withdrawal across all facilities includes a combination of direct measurements and facility subject matter expert estimations.
Book & Claim credits	Manufacturers and retailers can buy RSPO Credits and RSPO Independent Smallholder Credits from RSPO-certified growers, crushers, and independent smallholders. By purchasing RSPO Credits, buyers encourage the production of Certified Sustainable Palm Oil. One RSPO Credit represents one metric ton of RSPO certified sustainable palm oil product. https://rspo.org/as-an-organisation/rspo-credits/.
Identity Preserved	Identity preserved is from a single identifiable certified source that is kept separately from ordinary palm oil throughout the supply chain.
Mass Balance	Mass balance is from certified sources that are mixed with ordinary palm oil throughout the supply chain.
RSPO certified physical supply chains	Roundtable for Sustainable Palm Oil physical supply chain refers to palm oil supply that is sourced from certified plantations under the Mass Balance, Segregated, or Identity Preserved certifications. More information on RSPO-certified supply chains can be found here: https://rspo.org/as-an-organisation/certification/supply-chains/.
Segregated	Segregated is from different certified sources that is kept separate from ordinary palm oil throughout the supply chain.
Certified paper and wood fiber packaging	Certification schemes accepted by Kenvue include Forest Stewardship Council (FSC®) or Programme of the Endorsement of Forest Certification (PEFC) chain of custody standards, only when FSC® is not available.
FSC® certified paper and wood fiber	Paper and wood fiber certified by the FSC® supporting responsible forestry.
Low-risk sources	Low-risk source is defined as material that is either: 1. FSC® or PEFC certified, 2. Post-consumer recycled content, 3. Traced back to country of harvest and assigned a low-risk categorization at country level using Preferred by Nature's Timber Sourcing Hub, or 4. Demonstrates other approved methods of verifying low risk.
PEFC certified paper and wood fiber	Paper and wood fiber certified by the PEFC, including the Sustainable Forestry Initiative (SFI), supporting sustainably managed forests.
Verified recycled paper and wood fiber packaging	Recycled includes both post-consumer and post-industrial recycled content; Volumes include recycled material certified by a certification scheme (such as FSC® or PEFC) as well as non-certified materials for which evidence checks were performed.

Data definitions

Healthy Products

Metric/topic	Definition
Recyclability at scale	Recyclability at scale percentage was assessed using our independent recyclability guidelines that align to Ellen MacArthur Foundation recycling rate guidelines and Consumer Goods Forum Golden Design Rules guidelines. For some externally manufactured products, data assumptions were made on recyclability at brand level.
Recycled materials	Recyclable, also defined as recycle-ready, is when packaging is designed for collection, sorting, and recycling using end-of-life processes, but where collection, sorting and recycling infrastructure may not yet be in place for the packaging to actually be recycled. Best practices of "designing for recyclability" guidance for plastic-based packaging include the Association of Plastics Recyclers in the United States. Note: "Designed for recycling," "designed for recyclability," and "recycle-ready" are also used interchangeably and reflect the same meaning. For some externally manufactured products, data assumptions were made on recyclability at brand level.
Refillable packaging	Kenvue defines refillable or reusable packaging as packaging that is designed for either the business or the consumer to put the same type of purchased product back into the original packaging, is designed to be returnable and/or refillable, and accomplishes a minimum number of reuses by being part of a system that enables reuse.
Virgin plastics	Virgin plastic means newly manufactured resin produced from petrochemical feedstock used as the raw material for the manufacture of plastic products and which has never been used or processed before.
Environmental non-compliance fines	Fines paid for environmental non-compliances include those paid in the reporting year.
Environmental non-compliance instances	Environmental non-compliances represent non-compliances with environmental regulatory requirements or laws that were either: 1. Self-reported to authorities in the reporting year or 2. Identified by authorities and the non-compliance occurred in the reporting year. The authorities include regional, national, state/country/province and local/city regulatory agencies.
ISO 14001	ISO 14001 is an international standard for environmental management systems (EMS). It specifies the requirements for establishing, implementing, maintaining, and continually improving an EMS, helping organizations manage their environmental responsibilities in a systematic and effective way. https://www.iso.org/standard/14001
ISO 45001	ISO 45001 is an international standard that specifies requirements for an occupational health and safety (OH&S) management system. It provides a framework for organizations to manage risks and improve OH&S performance. https://www.iso.org/standard/63787.html
ISO 9001	ISO 9001 is an international standard that gives requirements for an organization's quality management systems.
Essential Health	Product categories include: Oral Care; Baby Care; and Other Essential Health (Women's Health, Wound Care, and Other). Major brands in the segment include BAND-AID® Brand, Carefree®, Desitin®, Johnson's®, Listerine®, o.b.® tampons, and Stayfree®.

Data definitions

Healthy Products

Metric/topic	Definition
Self Care	Product categories include: Cough, Cold, and Allergy; Pain Care; and Other Self Care (Digestive Health, Smoking Cessation, Eye Care, and Other). Major brands in the segment include Benadryl®, Calpol®, Motrin®, Nicorette®, Rhinocort®, Tylenol®, Zarbee's®, and Zyrtec®.
Skin Health & Beauty	Product categories include: Face and Body Care; and Hair, Sun, and Other. Major brands in the segment include Aveeno®, Dr.Ci:Labo®, Le Petit Marseillais®, Lubriderm®, Neutrogena®, OGX®, and Rogaine®.
Green chemistry	Green chemistry is a framework for designing chemical processes and products that reduce environmental impact, improve safety, and promote sustainability.
Improved environmental performance	Improved environmental performance is defined as improvement in one or more of the four pillars, with no regression compared to the baseline product, measured using Kenvue's Sustainable Innovation Profiler (SIP).
New product development	New product development includes improvement of existing product or new products in each calendar year.
Scientific principles	Scientific principles are defined across four pillars — carbon footprint, green chemistry, sustainable packaging and product environmental footprint.

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