



Healthy Lives Mission

2024 Report

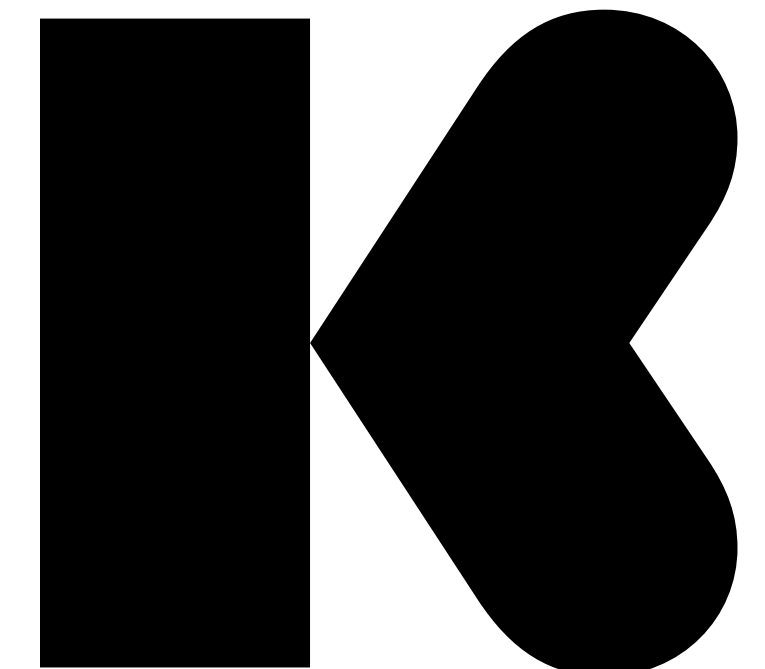
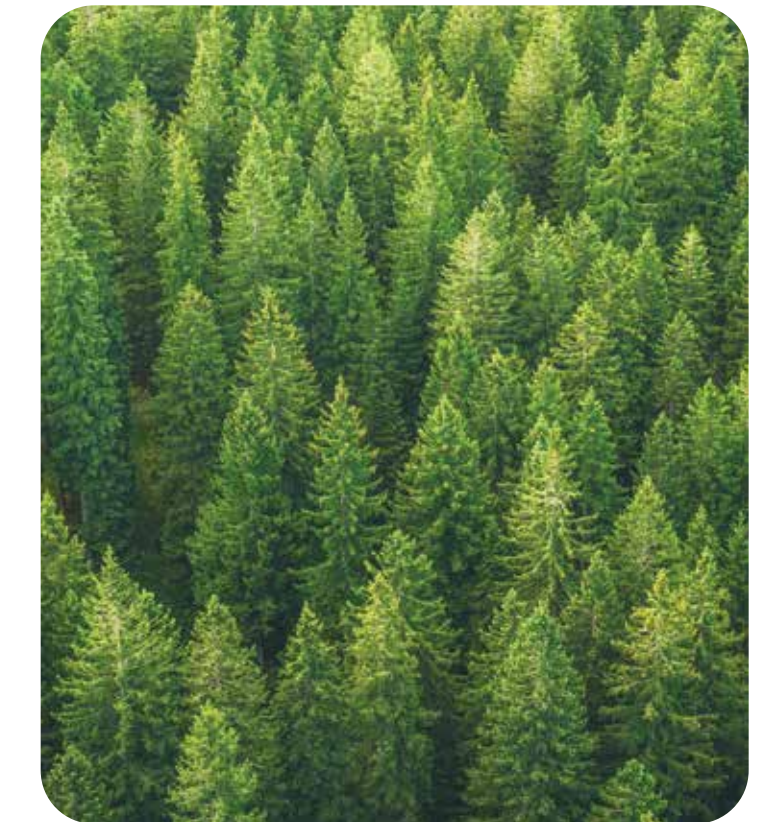




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Message from our CEO, Thibaut Mongon



Welcome to our second annual Healthy Lives Mission report, where we share progress and performance against our sustainability strategy and goals. Across Kenvue, we are guided by our Purpose to realize the extraordinary power of everyday care. Empowering people to live healthy lives begins with our products and services and is inseparably linked to how we care for our people, our communities, and our planet.

We have some of the most recognizable consumer brands in the world, which gives us a tremendous opportunity to create a positive impact for

the millions of people we touch every day. By designing more sustainable packaging, sourcing nature-based raw materials more responsibly, or decarbonizing our operations, our goal is to make choices that help advance the well-being of people and our planet—for today, and for generations to come.

"That's how we deliver on our Purpose."

Healthy people

At Kenvue, we believe everyday care is for everyone, everywhere. We strive to create a sense of belonging for our more than 20,000 employees by fostering an inclusive and trusting workplace culture. Our highly engaged workforce helps enhance the health and well-being of people around the world through community engagement and volunteerism. Our brands also play a key role in emphasizing the importance of daily care in enhancing overall well-being through both innovative product solutions and purpose-driven initiatives. We do this while also working to advance consumer health globally through public health partnerships and innovative solutions to large-scale challenges, including leading research on oral health and osteoarthritis.

Healthy planet

We've made meaningful progress on reducing our operational impact, improving energy efficiency, increasing our use of renewable electricity, and identifying our most material climate-related risks, surfacing where we need to build resilience. In 2024, we published these findings in our first Task Force for Climate-related Financial Disclosures report. We also reduced our greenhouse gas emissions further, putting us on track to meet our short-term commitments. And proudly, we were recognized for these efforts, receiving an A- in Climate from CDP in our inaugural submission.

Our teams also continued to make progress toward our commitment to reduce virgin plastic, rolling out multiple playbooks and training to help inform our approach to circular packaging and material choices. Several of our brands led the charge, including Neutrogena® by increasing use

of post-consumer recycled (PCR) content and recycle-ready formats, Johnson's® Baby by adding refill pouches to its portfolio, OGX® and Dabao® by reducing plastic, and Nicorette® and Zyrtec® by switching to paper from plastic, where possible. These examples are a testament to how our Healthy Lives Mission is informing how we can innovate and reduce our environmental footprint at the same time.

Healthy practice

Maintaining and upholding a culture of integrity, ethics, and transparency helps build trust with our stakeholders and creates meaningful, long-term value. Our [Values](#) continue to serve as our north star, guiding how we treat our people, innovate, conduct business, and design products.

One key example of how we are working to activate this is Kenvue's Sustainable Innovation Profiler. This patent-pending tool is designed to measure a product's environmental performance and enable developers to make real time choices to design solutions that can help advance well-being for both people and our planet. Embedded in our Human Centered Innovation process, the Profiler will enable new product development to test, adjust and select the more sustainable option all through the product's lifecycle, ensuring our approach to sustainability is built in, not an afterthought.

In closing

I am immensely proud of our teams and what we are continuing to achieve in enabling lasting positive change for people, our communities, and our planet.

Thank you to Kenvuers, our customers, consumers, investors, and suppliers for your support, collaboration and continued commitment.

We Are Kenvue.

Thibaut Mongon
Chief Executive Officer

About Kenvue

At Kenvue, our purpose is to realize the extraordinary power of everyday care. As a global leader at the intersection of healthcare and consumer goods, we are the world's largest pure-play consumer health company by revenue with \$15.5 billion in Net sales in the fiscal year 2024. 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 Tylenol®, Neutrogena®, Listerine®, Johnson's®, BAND-AID® Brand, Aveeno®, Zyrtec®, and Nicorette®—is backed by science and recommended by healthcare professionals, which further reinforces our consumers' connections to our brands.

Our portfolio includes Self Care, Skin Health & Beauty, and Essential Health products, allowing us to connect with consumers across North America (NA), Asia Pacific (APAC), Europe, Middle East, and Africa (EMEA), and Latin America (LATAM)—in their daily rituals and the moments that matter most. Our products are marketed across more than 165 countries worldwide. Our global scale and the breadth of our brand portfolio are complemented by our well-developed capabilities and accelerated through our digital strategy, allowing us to dynamically capitalize on and respond to current trends impacting our categories and geographic markets.

About this report

This Healthy Lives Mission 2024 Report outlines our sustainability strategy, goals, and commitments and details our progress in 2024 related to key sustainability topics. The data in this report, unless otherwise indicated, relates to the calendar year ending December 31, 2024, 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. 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 and can be found on [kenvue.com](https://www.kenvue.com). 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. On July 23, 2025, this report was updated to reflect Kenvue's revised CDP score for Forest (page 43) as well as to include information on our Alliance for Water Stewardship certification at Kenvue's site in Thailand (page 36).



Our Company: Year at a glance

Our workforce

~22,000


Employees¹

86%

Employee inclusion index score²

27

Owned and operated manufacturing sites³



Our business

135+

Year history

\$15.5B

Net sales⁴

>165

Countries where we have a presence

~1.2B

Consumers⁴

Net sales by segment⁴

Segment	Net Sales
Essential Health	\$4.7B
Self Care	\$6.5B
Skin Health & Beauty	\$4.2B

Sales by region⁴

Region	Percentage
NA	49%
EMEA	23%
APAC	19%
LATAM	9%

Our environmental & social performance

\$56.3 M

In humanitarian aid⁵

37%

Reduction in scope 1+2 GHG emissions^{6,7,8} versus base year (2020)

21%

Reduction in virgin plastic⁹ versus base year (2020)

97%

Of our paper and wood fiber certified¹⁰ or verified recycled¹¹

72%

Of our electricity is from renewable sources^{6,12,13}

Priority Brands

Skin Health & Beauty	Self Care	Essential Health
Neutrogena® 	TYLENOL ZYRTEC Benadryl ORSI	LISTERINE BAND-AID BRAND ADHESIVE BANDAGES
Aveeno. 	Motrin ZARBEE'S INSPIRED BY NATURE	

Our Purpose

Realize the extraordinary power of everyday care

Our Values



We put people first

We stand for what's right, even when it's hard. Our work impacts consumers and colleagues, communities, and generations, in daily rituals and in the moments that matter most. This incredible responsibility means every decision and action we take is guided by integrity and quality. Because when we put people first, performance will follow.



We care fiercely

We're driven to win for those we serve; and when we care fiercely for them and one another, we can deliver the best possible care. Together, we create an inclusive place where we can bring our whole selves. Our committed collaboration fuels our relentless external competitive drive—because the stronger our bonds are, the stronger our brands and Company are, too.



We earn trust with science

From best practices to best-in-class products, we learn, test, partner, and optimize. Then we move fast to bring real solutions into communities, homes and hands. With leading science and knowledge, we educate and empower—so that when people need us, they can rely on our brands. We've earned their trust for more than a century, and we work diligently to earn it every day.



We solve with courage

We see and solve for unheard needs. With empathy, we unearth extraordinary breakthroughs in everyday care, and with courage and conviction, we bring them to life. We boldly pursue more innovative ways of working, pioneer solutions that improve lives, and create products that create categories— then improve them again and again.





Healthy Lives Mission: Everyday care in action

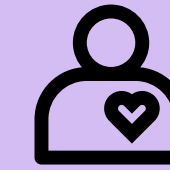
At Kenvue, our impact is made through moments of care—the daily care we offer consumers through our portfolio of iconic brands and the actions we take to protect our environment. Our approach to sustainability is designed to effectively govern and manage impacts and risks while also enabling us to identify opportunities that accelerate innovation and profitable growth and drive business value for all our stakeholders.

Healthy Lives Mission is our call for everyday care in action and is supported by three pillars: nurture Healthy People, enrich a Healthy Planet, and maintain Healthy Practice. Within these three pillars, we are focused on nine priority areas for which we have established goals and commitments to hold ourselves accountable.

Through everyday care in action — amplified by ~22,000 caring Kenvuers and backed by the resources of our global company — we aim to build lasting positive change for people, communities, and the planet we call home.

Priorities

Healthy people



- Inclusion
- Workforce health, safety & well-being
- Public health

Healthy planet



- Climate change
- Plastics
- Biodiversity, land & forests

Healthy practice



- Sustainable product innovation
- Product transparency
- Human rights

Healthy Lives Mission: Goals & commitments

Nurture Healthy People

Inclusion

- Continue to develop a qualified workforce that enables us to best serve our consumers around the world
- Pay all Kenvuers¹⁴ based on role, experience, market competitiveness, and performance
- Achieve a company-wide Inclusion Index Score² in the top quartile

Public health

- 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
- Create positive environmental and social impacts through brand purpose programs led by Kenvue's top brands



Enrich a Healthy Planet

Climate change

- Kenvue commits to reduce absolute scope 1 and 2 GHG emissions^{6,7,8} 42% by 2030¹⁵ from a 2020 base year
- Kenvue commits that 75% of its suppliers by emissions covering purchased goods and services and upstream transportation and distribution will have science-based targets by 2028¹⁵
- Set long-term net-zero emission targets, informed by the SBTi Net-Zero Standard¹⁶
- Use 100% renewable electricity¹² for our operations⁶ by 2030^{13,15}

Plastics

- 100% recyclable¹⁷ or refillable¹⁸ packaging¹⁹ by 2025¹⁵
- 25% reduction of virgin plastic⁹ in packaging¹⁹ by 2025¹⁵ from a 2020 base year
- 50% reduction of virgin plastic⁹ in packaging¹⁹ by 2030¹⁵ from a 2020 base year

Biodiversity, land & forests

- Kenvue is committed to zero deforestation and to ensuring the paper-based packaging we purchase directly originates from low-risk sources.²⁰ Specifically, we aim to achieve 100% certified¹⁰ or verified recycled¹¹ paper and wood fiber packaging²¹ by 2025¹⁵
- Maintain 100% Roundtable on Sustainable Palm Oil (RSPO) certification for palm-based ingredients we purchase²² through a combination of RSPO certified physical supply chains²³ and RSPO Book & Claim credits²⁴
- Purchase²² at least 75% of volumes from RSPO physical supply chains²³ by 2025¹⁵ and 100% by 2030¹⁵



Maintain Healthy Practice

Sustainable product innovation

- 75% of new product development,²⁵ using scientific principles,²⁶ will have an improved environmental performance²⁷ by 2030¹⁵

Product transparency

- Provide greater product transparency, beginning with our ingredients



Q&A with Jennifer Duran, Group Head of Sustainability



Q: How is Kenvue’s approach to sustainability evolving following our transformation into a standalone consumer health company?

At Kenvue, we recognize that people’s health is deeply interconnected with the health of our planet. Therefore, as a company singularly focused on consumer health, sustainability becomes a key element of how we do business and serve our Purpose—whether that’s through our products and solutions, including many beloved brands worldwide, or through our work to reduce the impact of our operations and transition our sourcing efforts to be more mindful of the environment. That’s why we’re working cross-functionally to make sustainability part of our processes and built in, not retroactive or bolted on.

Q: What are some of the biggest opportunities where Kenvue can make an impact?

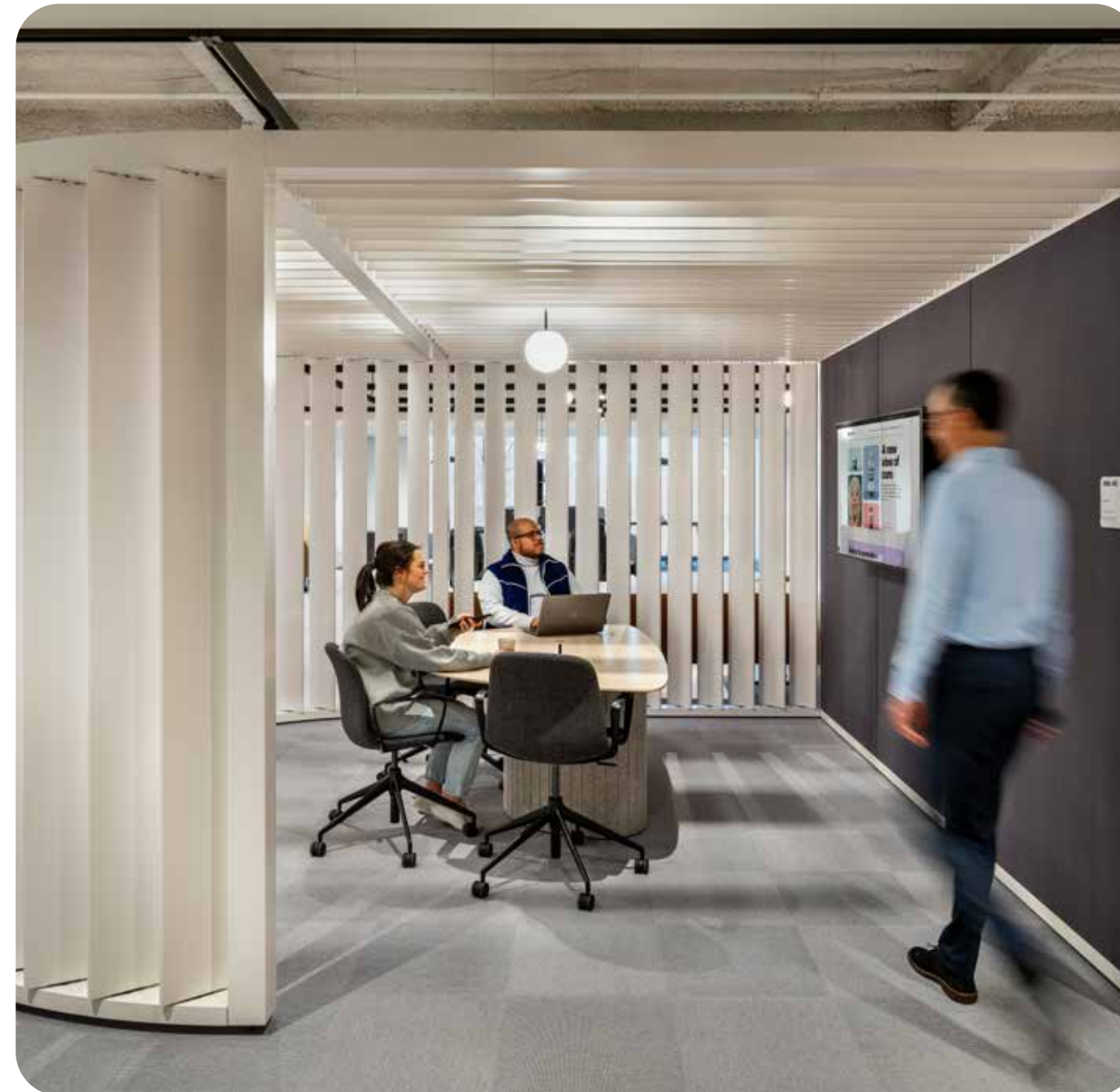
We have tremendous opportunities to partner with our industry to drive impact worldwide, from suppliers to customers as well as consumers. For example, on the ingredients side, we are working with suppliers to fully understand the lifecycle of our raw materials and identify the hotspots where we have the most opportunity for innovation as well as where we may need to build resilience. And through non-competitive industry consortiums such as the EcoBeautyScore, the Forum for the Future’s Climate and Health Coalition, or the Roundtable for Sustainable Palm Oil (RSPO), we are using our collective knowledge to increase transparency, drive more responsible sourcing practices, and design more sustainable and resilient systems.

Q: What are some of the challenges you face as you look ahead?

We have the right strategy in place and our goals are set but there is a lot of work ahead as we balance short-term mitigation with longer-term resilience-building efforts. What’s important is maintaining our focus on our material topics and being thoughtful and strategic about the choices we make in how we manage them. This work is about innovation and identifying opportunities for growth as well as about managing risk and building resiliency in our business and value chain.

Q: What are you most excited about as you think about the work ahead for Kenvue?

I’m excited about the deeper integration of our Healthy Lives Mission within our business strategy and am looking forward to reinforcing the connections between sustainability, growth, innovation, and our commitment to help people realize the extraordinary power of everyday care.



Sustainability governance

Our Board of Directors (Board) is ultimately responsible for the oversight of Kenvue’s Healthy Lives Mission (HLM), and for working to ensure our HLM priorities and commitments are integrated into the Company’s long-term strategy, taking into account associated risks, impacts, and opportunities.

On an annual basis, the Board receives an in-depth update on the Company’s HLM strategy and performance. 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

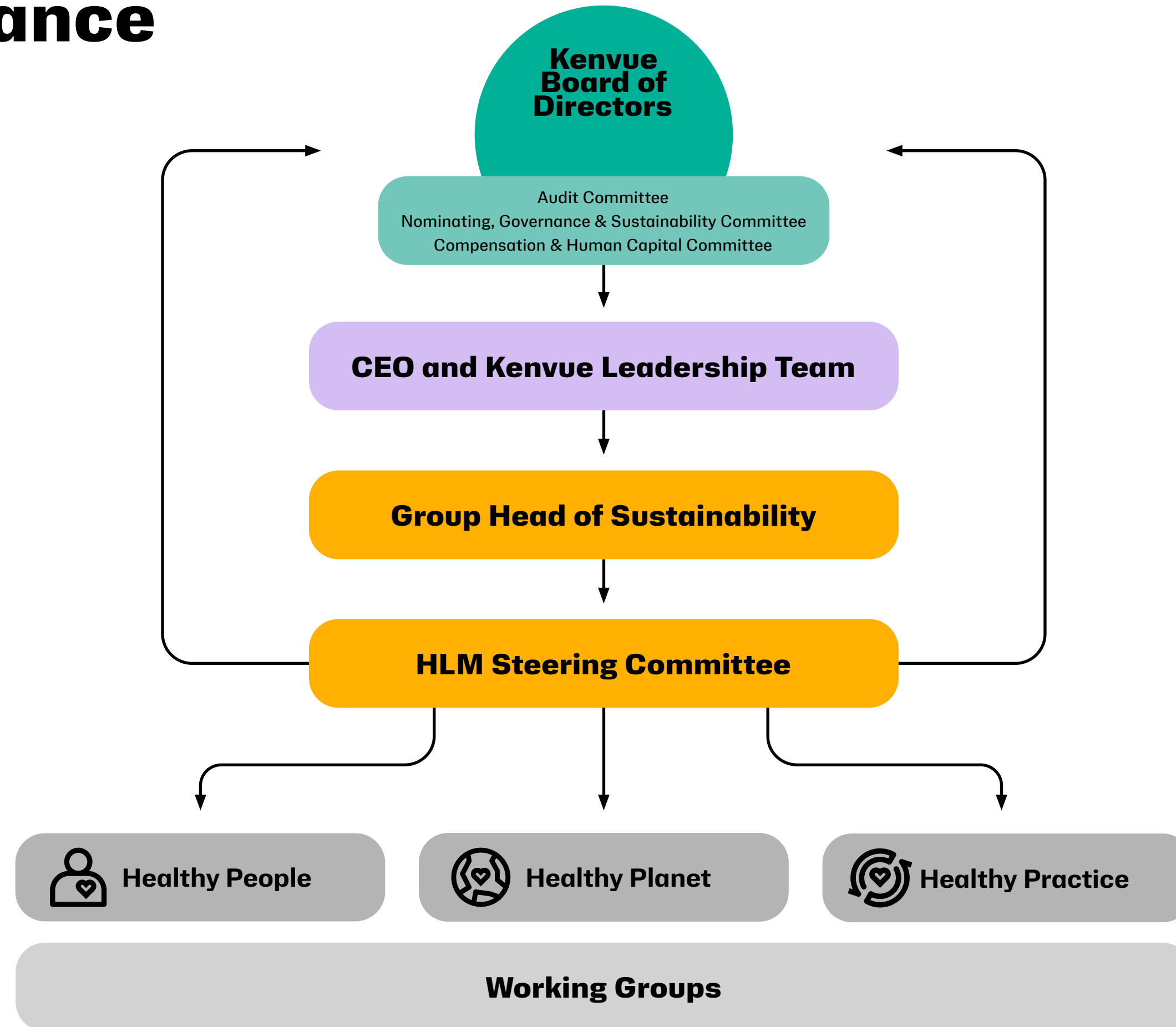
scheduled Committee meeting, each Committee reports to the full Board with updates on its areas of applicable HLM oversight. For example, the Nominating, Governance and Sustainability Committee oversees and provides updates to the Board on the implementation and effectiveness of policies and programs in areas such as environmental strategy, and the Compensation & Human Capital Committee oversees and provides updates to the Board on human capital management strategies and risks.

Additionally, our cross-functional HLM Steering Committee (formally the "ESG SteerCo"), chaired by our Group Head of Sustainability and comprised of functional subject matter experts and leaders across our organization, meets quarterly to help us effectively execute against our HLM strategy. The HLM Steering Committee tracks key initiatives and reports our progress regularly to the Kenvue Leadership Team. Twice a year, the Group Head of Sustainability also shares our progress with the Nominating, Governance & Sustainability Committee in order to enable the Board oversight described above. And to ensure broad organizational alignment across our organization, our HLM commitments are embedded in our Company’s objectives and key results.

We have established working groups for each of our strategic pillars—Healthy People, Healthy Planet, and Healthy Practice—managed by a pillar lead and project manager who meet monthly to track progress on key initiatives. Functional subject matter experts further support the working groups and plan execution in partnership with the Global Sustainability team.

Kenvue has also established a Human Rights Advisory Council which aims to help embed human rights at the core of how we operate, innovate, and grow. The Council is responsible for overseeing action plans for the Company’s salient human rights topics, which support regulatory compliance, due diligence, ongoing monitoring, external reporting on human rights, and related policies and risk management programs. The Council’s insights and guidance will help Kenvue continue to lead with integrity, transparency, and accountability in a rapidly evolving world.

Healthy Lives Mission Governance



Functional subject matter experts further support project execution by partnering with the Global Sustainability team to share best practices across brands and sites, collecting data, and reporting agreed-upon metrics.

Roles & responsibilities

Kenvue’s Board of Directors

- Oversees our HLM impacts, risks, and opportunities and ensures our HLM priorities and commitments are integrated into our Company’s long-term strategy.
- Annually receives in-depth update on the Company’s HLM progress.
- After each regularly scheduled Committee meeting, receives a report from each Committee with updates on Committee’s areas of designed HLM oversight responsibilities.

Kenvue’s CEO

- Provides strategic alignment with the Board and the Kenvue Leadership Team on our HLM priorities, ensuring role clarity and accountability.

HLM Steering Committee, chaired by Group Head of Sustainability

- Identifies and manages inter-dependencies across workstreams.
- Ensures resources are allocated and committed to advance projects.
- Contributes to project deliverables by providing guidance and information.
- Enables rapid and effective escalation.
- Advocates for and implements changes necessary to achieve our goals and commitments.

Pillar leads for each working group

- Pillar leads develop detailed roadmaps for each material topic, tracking resource investment, and ensuring availability and accuracy of data.
- Review topic performance scorecards and manage inter-dependencies across workstreams.
- Prioritize projects to ensure that proper resources are allocated to achieve goals.
- Identify roadblocks, technology, data, or capability gaps that need to be addressed to advance progress.
- Develop and share best practice approaches across brands, regions, and sites.

Human Rights Advisory Council

- Composed of representatives from various functions, including legal and compliance; procurement; human resources; sustainability; integrated risk management; global corporate affairs; internal audit; and finance.
- 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.



Determining double materiality

Kenvue finalized an enterprise-wide double materiality assessment (DMA), aligned with the Corporate Sustainability Reporting Directive (CSRD) and the draft European Sustainability Reporting Standards (ESRS), in mid-2023. 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 (ERM) process was used to identify impacts, risks, and opportunities (IROs) associated with key sustainability topics. As a result, the DMA deemed nine topics to be material from an impact materiality perspective and deemed four overlapping topics material from a financial risk/opportunity perspective (see table). These topics informed our HLM strategy, risk management, and our voluntary reporting and disclosure approach to date.

In 2024, the European Financial Reporting Advisory Group (EFRAG) finalized guidance for the DMA process as it pertains to CSRD and the ESRS. In response and aligned with best practices to periodically update our DMA, we are refreshing the DMA to IROs identified through both our recently completed Human Rights Impact Assessment (page 60) and our Task Force on Climate-related Financial Disclosures (TCFD) climate scenario assessment (page 34). Other updates include further alignment to our corporate ERM framework, and mapping the refreshed IROs to the topic, sub topic and sub-sub topic, levels of the ESRS disclosures.

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 that 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 U.S. or as these terms are used in the context of financial statements and financial reporting.

Kenvue's material topics	Material from a financial perspective	Material from an impact perspective
Biodiversity, land & forests		●
Climate change	●	●
Human & labor rights		●
Inclusion	●	●
Plastics	●	●
Product transparency		●
Public health		●
Sustainable product innovation	●	●
Workforce health, safety & well-being		●



**Nurture
healthy
people**

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.

Global management approach

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 to 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 to our work and culture. For example, Employee Resource Groups (known as the Kenvuer Impact Network) are volunteer led networks, open to all,

designed to foster inclusivity, engagement, and strategic business impact across the organization.

- **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.

Talent recruitment & retention

Our talent practices aim to drive higher levels of transparency, empowerment, and accountability that enable superior performance through high levels of engagement. For example, we have initiatives in place to help ensure our hiring practices 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

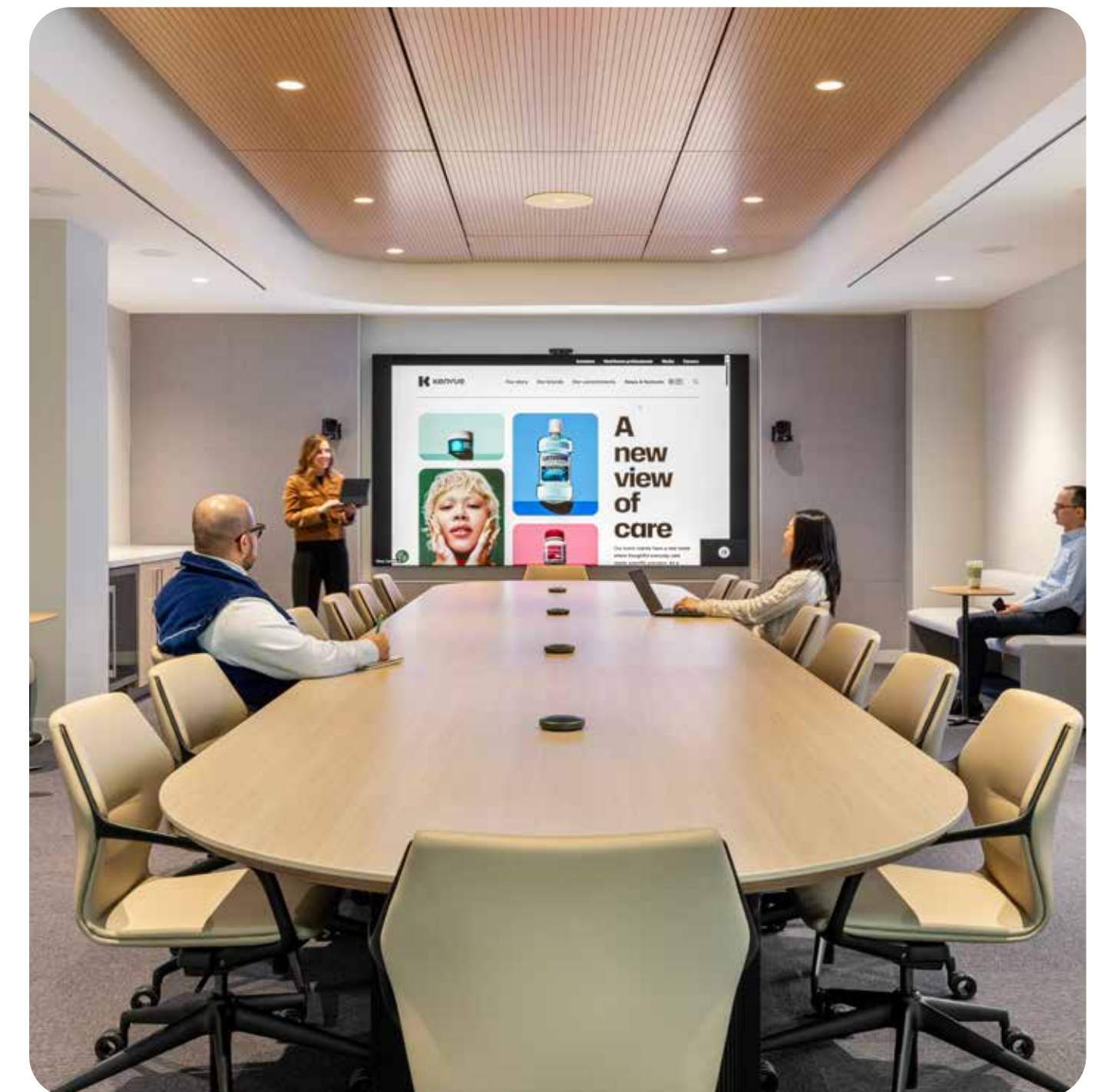
Our employee value proposition, the Kenvue Promise, answers why team members want to work here and why they want to stay here. Four distinct elements make it unique to Kenvue: Meaning, Belonging, Growth, and Rewards. And it’s very simple. We want all Kenvuers:

- 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.

Healthy people goals & commitments

Inclusion

- Continue to develop a qualified workforce that enables us to best serve our consumers around the world
- Pay all Kenvuers¹⁴ equitably based on role, experience, market competitiveness, and performance
- Achieve a company-wide Inclusion Index Score² in the top quartile



Kenvue offices

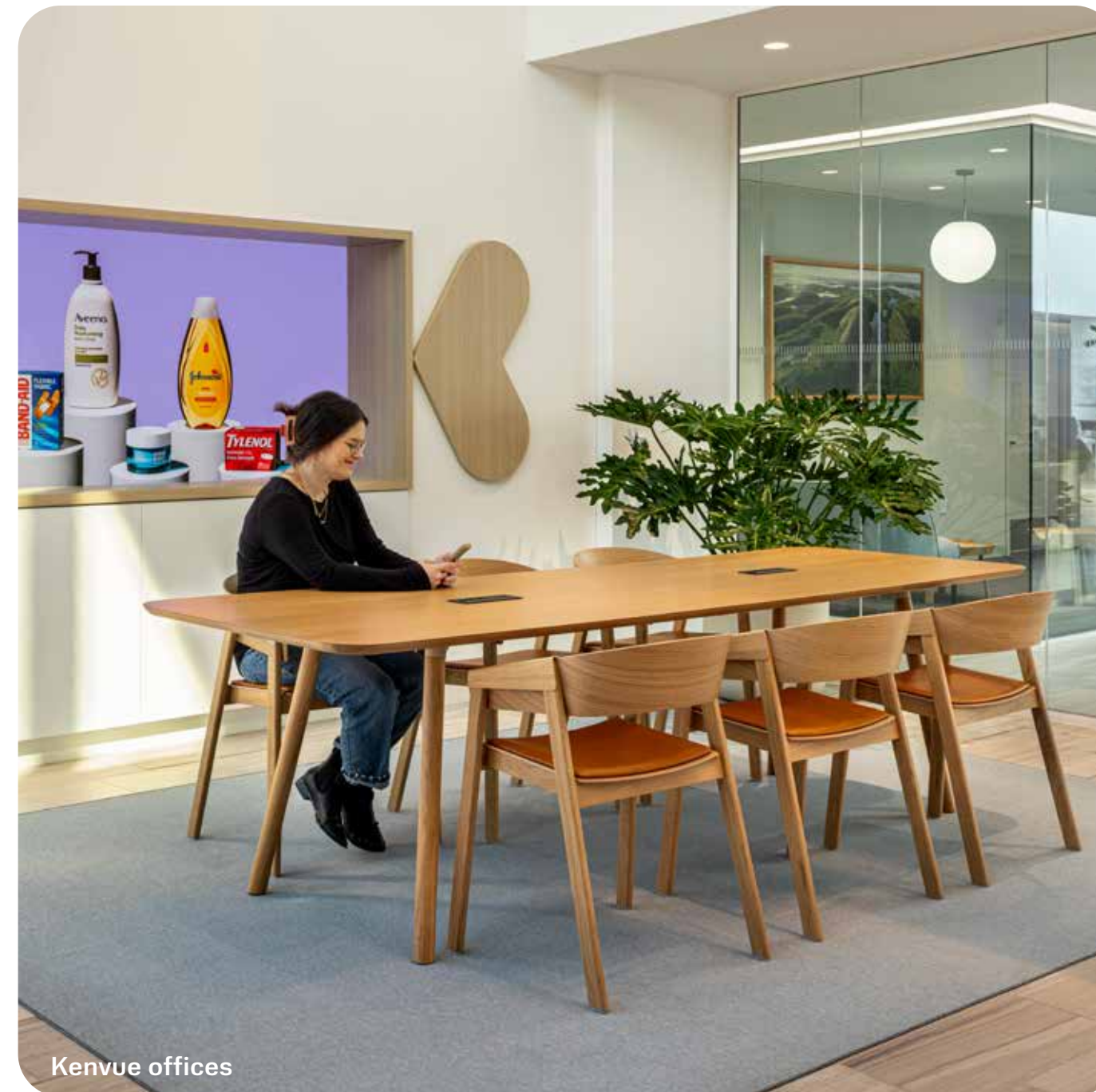
Total Rewards

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 Kenvue compensation with Company and individual performance. We aim to provide base pay that is competitive for a Kenvue’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 awards, depending on job level. Additionally, we conduct periodic benchmarking analyses to help ensure Kenvue’s compensation programs remain competitive and regularly assess to ensure that employee pay is appropriate 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. Learn more on page 22.

A commitment to pay equity

As part of our commitment to pay all Kenvuers fair and equitable compensation, we monitor our compensation practices. We reward team members based on both their individual and overall business performance, which promotes outstanding performance and contributions by our people. We track pay reporting and pay transparency requirements globally to help ensure that we are complying with applicable pay fairness and transparency regulations in every location in which we operate. In 2024, we completed equity pay analyses in Brazil, Canada, China, Germany, India, Japan, the U.S., and the U.K. and are using those results to address unexplainable gaps, if identified.



Kenvue offices

Engagement

At Kenvue, we are building a culture of high performance through high levels of engagement. We value transparent dialogue with our team members, and their collective feedback informs the future of our Company.

Listening to Kenvuers

We regularly conduct surveys that measure team member sentiment in areas such as strategic alignment, inclusion, effectiveness of our people leaders, and career development.

Best places to work

In 2024, Kenvue U.S. was selected as one of **Seramount’s 100 Best Companies** for working parents and caregivers, recognizing our ongoing commitment to providing inclusive benefits for our team members and their families. In addition, our operations in Brazil, Canada, China, Germany, India, Japan, U.K. and the U.S. were included on Seramount’s Global Inclusion Index.



Our most recent annual engagement survey, conducted in October 2024, had high participation, with a 94% response rate. Areas where the organization scored positively include:

- **86% Engagement** (the level of energy and discretionary effort we feel we are putting behind achieving Kenvue’s objectives)
- **86% Inclusion index** (a strong sense of belonging at Kenvue)
- **84% People Leader Effectiveness** (the level of support Kenvuers feel from their People Leaders)

Areas for opportunity were also identified, including strengthening the link between Kenvue’s goals and our Company’s objectives and key results (OKRs), improving decision making, and providing greater role clarity. These opportunities helped inform the implementation of our new operating model, fully operational in 2025. People Leaders receive key data and insights from our listening tools for their teams and develop action plans to help enhance performance and engagement.

Learning & 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 new 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 2024, 85% 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 2024, more than 250 grow assignments were posted in all regions around the world, with more than 190 Kenvuers participating.

We believe that People Leaders are central to unlocking performance and engagement, and we have established performance coaching as part of the framework for People Leader growth and development. In 2024, 63% of our People Leaders participated in learning solutions designed to increase their impact as a performance coach, and 98% reported their intention to apply the performance coaching skills

learned. The objectives for the performance coaching series are to:

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

We plan to expand our learning and development offerings in 2025 by introducing an internal talent marketplace where Kenvuers can identify and apply for roles that help them gain broader experience or through which they can have meaningful impact and continue to develop their professional career at Kenvue.

Performance & 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 SMART (specific, measurable, achievable, relatable, and time-bound) goals at the start of the year aligned with their functions' 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 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.





Black at Kenvue leadership with speaker and performers during the 2024 Black History Month celebration.



Diverse Ability Advancement at Kenvue members and guests during 2024 European Disability Employment Week in France.



Pride at Kenvue members attending the 2024 Care with Pride parade in Toronto, Ontario.



National Indigenous Peoples Day celebration on June 21, 2024 in Guelph, Canada hosted by Celebrating Indigenous Cultures at Kenvue.



Latino Leadership at Kenvue and Connecting Generations at Kenvue members at the 2024 "Getting to Know the Hispanic Gen Z Consumer" event.



Veterans at Kenvue members at the 2024 "Carry the Load" event.

Kenvue Impact Network & Belonging Initiatives

The Kenvue Impact Network is a volunteer led network, open to all Kenvue employees, 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 solving for unmet global consumer needs.

The Kenvue Impact Network operates in a clear and focused framework and plays a key role in supporting our three strategic Inclusion pillars: workplace, workforce, and marketplace. In 2024, membership in Kenvue Impact Network increased to more than 4,100 participants across all regions.

2024 Kenvue Impact Network highlights

- In honor of Juneteenth in the U.S., **Black at Kenvue** hosted a series of events focused on awareness, celebration, and volunteer service. The objective was to foster community and highlight the rich history and culture of the Black community. For example, we hosted a lecturer from the Rutgers School of Social Work to share her presentation on the history and purpose of Juneteenth, open to all employees.
- **Veterans at Kenvue** participated in a "Carry the Load" event in recognition of Memorial Day in May 2024. Together, Kenvuers covered one or all the legs of the Memorial Day National Relay. The event raised money for Carry the Load, a non-profit organization dedicated to honoring and remembering former U.S. military service men and women.
- **Celebrating Indigenous Cultures at Kenvue** in Canada supported company events with indigenous land acknowledgements, including at the 2024 Guelph campus annual tree planting and annual campus clean-up activities. During the acknowledgments, attendees learned how the Kenvue Guelph Campus is situated on Indigenous territory and covered by Upper Canada Treaties.
- **Pride at Kenvue** participated in annual Pride parades in cities around the world including in Toronto, Chicago, London, New York City, Taipei and more.

- In the U.S., **Latino Leadership at Kenvue** and **Connecting Generations at Kenvue** collaborated to conduct a focus group with employees on "Getting to Know the Hispanic Gen Z Consumer" centered on the Neutrogena® and Aveeno® brands. Insights were used in shaping new product offerings to meet Hispanic and Gen Z shopper needs.
- In France, **Diverse Ability Advancement** hosted an event during the European Disability Employment Week where jobseekers with disabilities spent a day at Kenvue "shadowing" employees. Kenvuers were able to better understand the challenges people with disabilities face finding a job, helping to create greater understanding. In addition, jobseekers gained exposure to real world workplace experiences, advancing their learning and skills.

Women at Kenvue

Women at Kenvue, our largest Impact Network with ~2,200 members globally, held numerous events in 2024. For example, the network's "Inspire Inclusion" event on International Women's Day attracted more than 1,300 Kenvuers and featured senior female leaders from across the globe. The team also hosted networking events, mentoring circles, and had a presence at the Society of Women Engineers conference in Baltimore, MD.

Women in Manufacturing

As part of Women at Kenvue, the Women in Manufacturing (WiM) program in Latin America focuses on empowering women within Kenvue's manufacturing organization. The program promotes the advancement of women's careers in manufacturing roles, driving inclusion, challenging paradigms, and promoting gender equality. The WiM program takes place over nine months and includes participation in workshops, training, mentoring, and shadowing opportunities. Participants conclude the program by finalizing a personal development and career plan focused on pursuing various manufacturing roles. In 2024, the program expanded to include Colombia and Argentina, in addition to Brazil.



Equity in STEM event

Supporting the next generation of STEM leaders

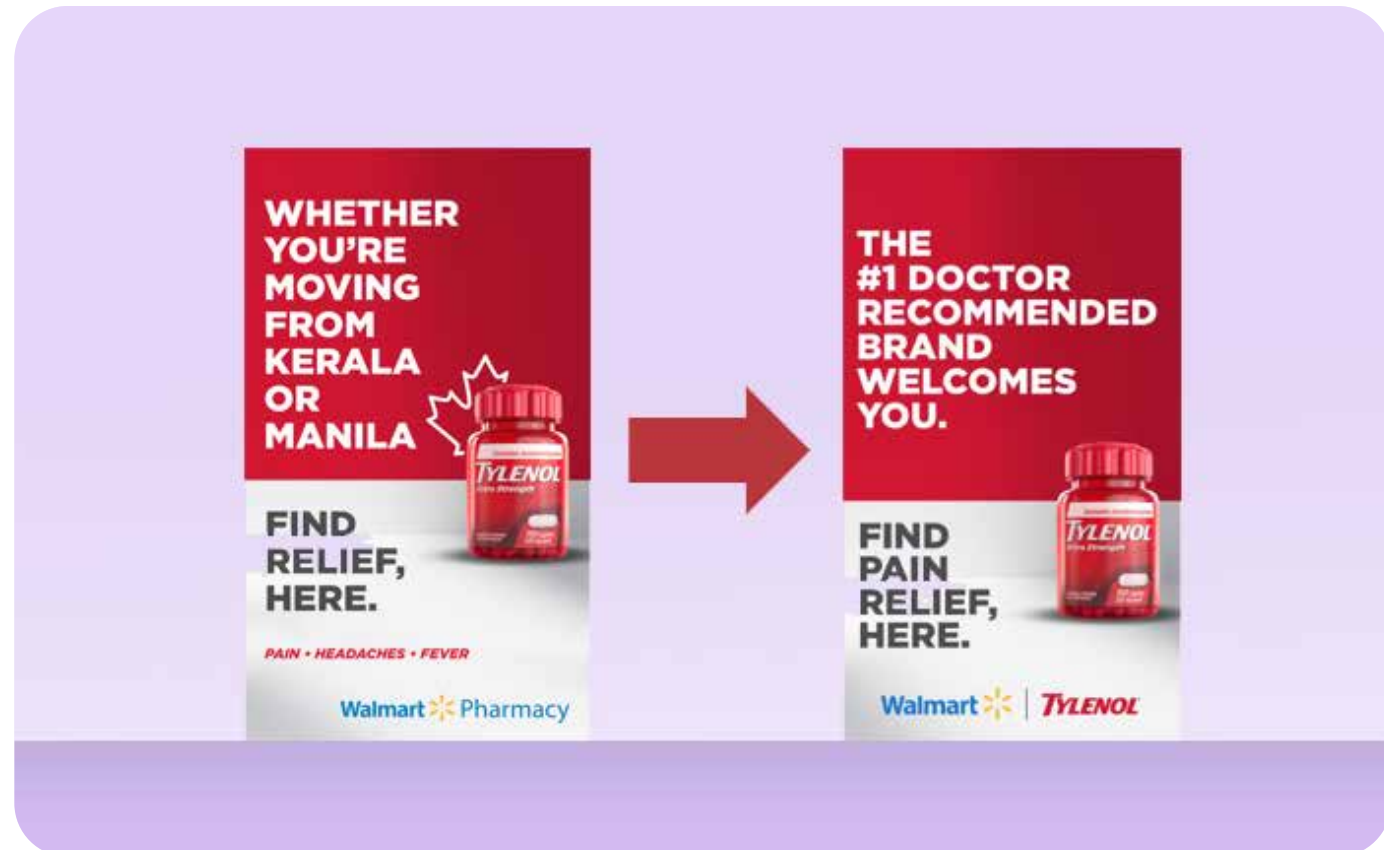
As a company that earns trust through science, we have a unique opportunity to create pathways for individuals to not only consider, but to succeed in science, technology, engineering, and mathematics (STEM) careers, breaking barriers to equity in STEM fields.

Our **Equity in STEM** Belonging initiative works to identify opportunities to support any student so they can pursue STEM careers and positively contribute to our future. Through the Youth pillar of the initiative, we work to inspire students' earliest interest in STEM within middle and high school classrooms; and through the University pillar, we provide valuable networking and learning experiences, including mentoring, for learners in college and beyond. Our passionate Kenvue volunteers organize events and community impact programs and build partnerships around the globe that promote progress.

In 2024, we organized more than 20 Equity in STEM events around the world, including a National Manufacturing Day event at our Lititz, Pennsylvania, site, during which we hosted local middle and high school students to highlight opportunities in manufacturing careers. We also held panel discussions at six college campuses in India as part of an India Campus Roadshow, focused on providing mentorship and career advice to young women interested in pursuing careers in STEM.

Everyday care for everyone

In 2024 the Kenvue Impact Network conducted 22 brand focus groups, and seven commercial activations focused on making our brands more inclusive. In the U.K., the Connecting Generations at Kenvue Impact Network conducted brand audits across our portfolio, with an inclusivity and representation lens. The brand audits identified a wide range of opportunities, including developing new products, marketing, merchandising, and communications materials for consumers with visual impairment. As a result, Aveeno® Body & Hair was chosen to pilot a program to advance the accessibility of these brands.



In addition, Development of Ethnic Minorities & Allies at Kenvue, a regional Kenvue Impact Network in Canada, conducted focus groups to test new creative territories for a Tylenol® partnership with a major retailer. The work provided critical insights on imagery and language that resonated with immigrants new to Canada, helping inform the team's development of universal language using the Tylenol® “#1 Doctor recommended” claim to appeal more broadly to consumers looking for pain treatment.

Listerine® Green Tea in Canada

The launch of Listerine® Green Tea in Canada capitalized on the cultural insights of Chinese consumers' affinity to the ingredient, which unlocked an opportunity among the growing Asian/Chinese Canadian population. By activating this flavor profile around the Chinese Lunar Year, the brand also helped promote inclusivity and a cultural understanding nationally, as well as driving sales.



Marketplace activation

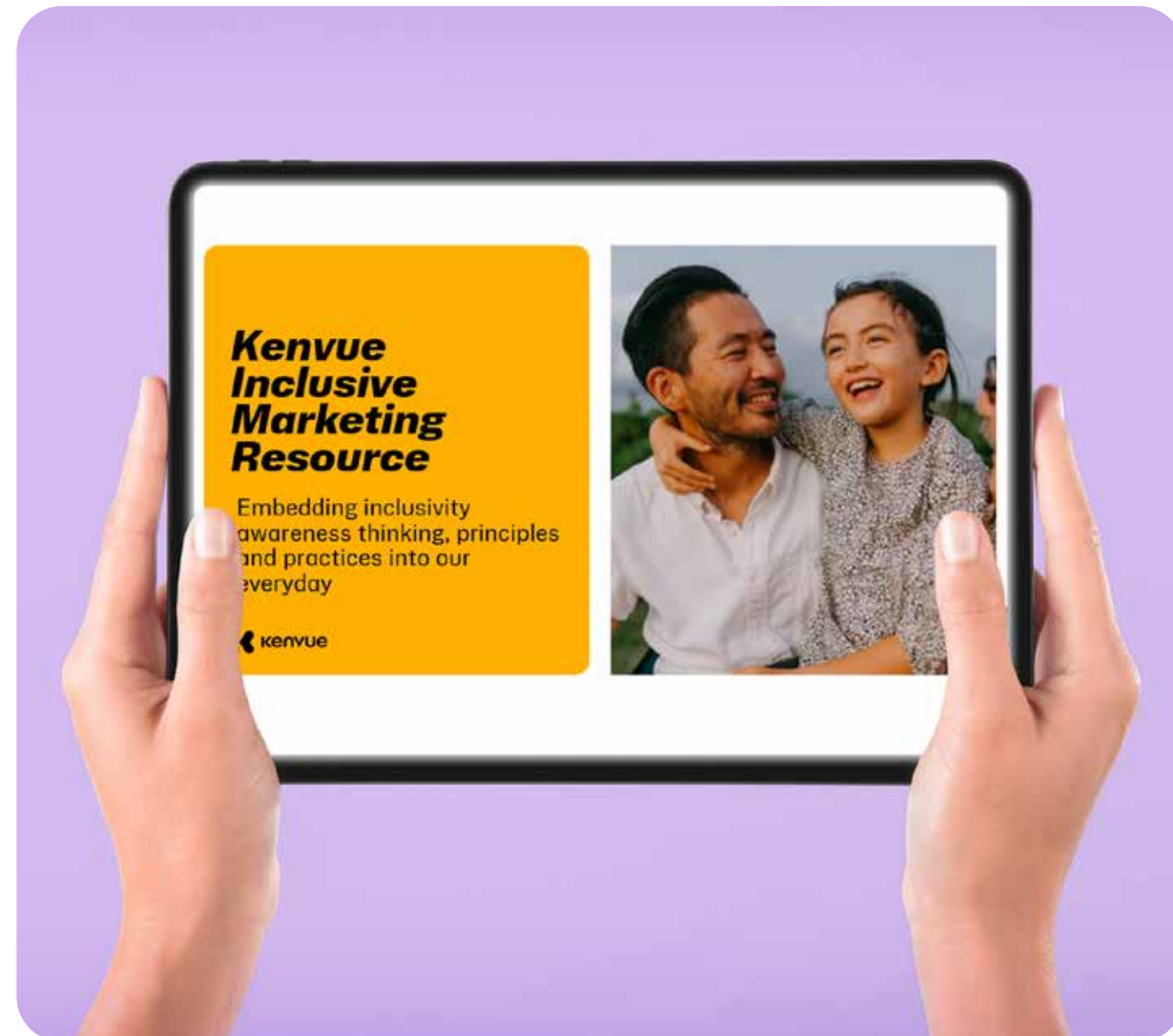
Our Inclusive Brand Activation guide, developed in partnership between our Marketing and Inclusion teams, helps embed inclusive thinking and design principles into our branding capabilities to better serve all our consumers and drive brand growth. The Inclusive Brand Activation guide is a playbook for marketing teams to help identify consumers' unmet needs and unlock opportunities for brand activation—from product innovation and breakthrough claims to elevated messaging and external partnerships.

Understanding menopause

In 2024, we unveiled data from a new study demonstrating ethnicity-focused variations in menopause symptoms. The study found that Native

American women experience more menopause symptoms simultaneously than non-Native American women, thereby impacting their quality of life to a greater degree. Different ethnic groups also experience common and unique menopausal symptoms. For example, hot flashes and mood swings are common across all ethnicities, except Asian Americans.

The findings suggest that personalized care and symptom screening can improve menopause care for different ethnicities. Genetic testing may also help understand ethnic patterns and facilitate targeted treatments. This research is part of how we, at Kenvue, develop bespoke support services for diverse groups. In this case, the findings were a direct result of, and influence on, the continued advancement of Versalie™, Kenvue's digital platform and product range designed to support women through menopause (see page 26 for more detail).



Supporting diversity in dentistry

Building off its inaugural collaboration in 2023, Listerine® once again joined forces with cultural agency Compound to launch the next installment of The Whoa Collection, a collaboration reinforcing the brand's commitment to making meaningful strides toward inclusivity and equal representation in oral health. In 2024, the brand continued to support the Increasing Diversity in Dentistry Pipeline Program (IDID) and worked with prominent Black artists Hebru Brantley, Frank Morrison, and Common to develop two limited-edition bottle designs available exclusively at Target, an original music track, and social content.

As a result of this partnership, IDID membership has increased by more than 20% to date. In addition, monetary contribution from Listerine® supported 80 scholars with test prep materials, six students with cash grant scholarships, 14 students with conference fees, 11 students with dental board exam fees, and three graduates with new practice grants.

Workforce health, safety & well-being

As a global leader in consumer health and wellness, Kenvue's investment in the health, safety, and well-being of our team members is fundamental to our purpose and values. We aim to foster a culture in which colleagues are dedicated to keeping each other safe, healthy, and supported. We strive to provide tools and 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, as well as to promote more sustainable practices. 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; for example, for those working in potentially high-risk environments.

Within our facilities, we have processes to identify potential safety risks and develop and implement controls to mitigate possible exposure to hazards. Kenvue has an EHS assurance process that includes site-level self-assessments, 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.

In 2024, we began a simplification process of our EHS management system, streamlining and standardizing our EHS standard operating procedures (SOPs) to reduce complexity and drive consistency

across the Company. We expect the process to support a common understanding, enable use of technology such as artificial intelligence and machine learning, reduce administrative burden, inform action-oriented assurance processes, and clearly define training requirements necessary to promote a culture of safety.

Workforce health & safety

EHS position

In 2024, we published the Company's EHS position, which 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.





Kenvuers in Las Piedras, Puerto Rico



Kenvuers celebrating electronic permit to work launch in Thailand



A demonstration during Safety & Quality Week, Mulund, India



Kenvuers in Pomezia, Italy

International Organization for Standardization (ISO) certification

Kenvue has manufacturing sites certified to ISO 45001, an international occupational health and safety management system standard. In 2024, ISO updated its 45001 standards to include consideration for climate change. As a result, Kenvue facilities have identified two initial focus areas to evaluate whether further safety controls are required to meet the updated ISO 45001:

- Extreme heat and cold
- Extreme weather events

These efforts complement our ongoing efforts to mitigate the risks posed by a changing climate at some of our facilities. Please see page 34 for more information.

Human & Organizational Performance (HOP)

In 2024, Kenvue continued to integrate HOP principles into our operating practices, which provides a new way of looking at work, people, and the systems in which people operate. HOP is a philosophy which 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. Companies that successfully integrate HOP principles create a learning organization which strengthens their organizational capacity to achieve more sustainable outcomes in safety, quality, and productivity.

In the past year, we trained more than 80 leaders from various functions, including EHS, corporate real estate, quality, and operations, across all four regions, on HOP principles, building competency among Company ambassadors who can drive the HOP integration. As we continue our journey, we plan to formally infuse our EHS program with HOP principles and extend education to additional Kenvue leaders.

Safety & Quality Week

For the second consecutive year, we hosted a global Safety & Quality Week, which aims to help Kenvuers learn more about what it means to live into our safety and quality commitment, including the many ways we keep each other safe, as well as our commitment to provide high-quality products to our consumers.

Safety & Quality Week featured educational and interactive events, as well as opportunities for Kenvuers to submit proposals for quality and safety improvements and to participate in interactive and online challenges. In 2024, we received more than 220 safety- and quality-themed posts, as well as more than 500 comments and more than 3,500 reactions on our intranet, the Vue, during the week.

Electronic permit to work (ePTW)

In 2024, we deployed our ePTW this system at an additional 11 sites, for a total of 24 sites utilizing the system. The ePTW process replaces a labor-intensive manual process to develop consistent high-risk work permits before any work begins. PTWs can help prevent accidents, but traditional paper-based processes can be error-prone, inefficient, costly, and difficult to manage. By introducing a digital solution, Kenvue has improved efficiency within a crucial EHS process, as well as communication, enabling real-time monitoring, heightening safety and compliance, and improving data quality.

Workplace conflict resolution

At Kenvue, we are committed to providing a work environment free of fear, intimidation, harassment, bullying, and violence. In 2024, we developed educational resources and training to inform team members about different types of workplace violence and ways they can help reduce the risk of incidents. As part of the rollout, we hosted web-based and in-person training for more than 1,400 Kenvuers and introduced a workplace violence prevention playbook. Our efforts continue in 2025, as we launch a mandatory e-learning training module aimed at reducing the risk of aggressive behaviors in the workplace.



Fleet safety

To keep Kenvuers safe on the roads, we introduced an eDriving app in 2024 to help reduce the potential for serious or fatal (SIF) events within our fleet team. 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. The app was piloted in select markets and fully deployed in Latin America, with plans to roll out globally in 2025.

External recognition

Third-party recognition helps confirm that we are on the right path with our EHS processes and practices. In 2024, we earned more 20 awards around the world, including the “Occupational Safety Health Practitioner Award” from the Malaysian Society of Occupational Safety and Health and the “Advanced Enterprise in Safety Production Award” from the Shanghai Minhang Economic Development Zone. In addition, The United Way awarded Kenvue its “Commercial Impact Award” for our newly renovated office space at our Summit, New Jersey, global headquarters, highlighting the safety and environmental protection features the building team maintained during the site’s construction.

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 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. Eligible Kenvuers^{28,29}

can also participate in our global well-being reimbursement program, which reimburses them for expenses that prioritize healthy eating, healthy movement, and a healthy mind. The Well-Being Portal also links Kenvuers directly to mental health resources, including our employee assistance program (EAP).

New global headquarters

The built environment can play a role in fostering a sense of belonging. That’s why our new global headquarters in Summit, New Jersey, was designed with an inclusive lens, using Universal Design building blocks. Universal Design is a set of design principles and methods that focus on creating environments accessible and usable by everyone, regardless of age, ability, or circumstance. The building also achieved Leadership in Energy and Environmental Design (LEED) Gold certification in support of our commitment to address and minimize the impacts of our operations.



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:

- **Adoption, fertility, and surrogacy benefits:** We offer financial assistance and access to programs to help with fertility treatments, adoption, and surrogacy.
- **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.
- **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.
- **Health insurance:** We offer coverage for doctor visits, mental health care, and more.
- **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.
- **Retirement savings program:** We design programs to help our team meet their future financial goals, including a 401(k)-matching program.



Fitness center at Kenvue Global Headquarters in Summit, NJ

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/video sessions, including for immediate family members.

Public health

Kenvue contributes to public health through our products and services, as well as our focus on advancing well-being through research, education, advocacy, team member volunteerism, humanitarian aid, and more. 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, and work to address social determinants of health. We also collaborate with public health agencies to advocate for health policies, provide Kenvuers with wellness and well-being programs, conduct community health-related outreach programs, and respond to communities in need through our humanitarian aid effort. Through our products, programs, resources, and brand platforms we are working to help improve the health of communities around the world by taking a proactive approach to wellness and disease prevention.

Global management approach

Our public health and community impact programs focus on:

- **Humanitarian aid:** Helping to restore the dignity of everyday care for vulnerable and displaced people around the world whose lives have been disrupted by disaster and crises through product and monetary donations.
- **Volunteerism:** Advancing a culture of caring through the ritual of volunteering.
- **Brand purpose:** Leading positive environmental and social impact through our iconic brands.

We recognize the importance of collaboration in this work 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.



The Heart to Heart International team distributes Kenvue Hygiene Kits in Clyde, North Carolina to support victims affected by Hurricane Helene.

Humanitarian aid

As a leading global consumer health company, we are uniquely positioned to support communities by providing healthcare products during emergencies.

In 2024, we advanced our commitment of caring for our communities by implementing a global-connected technology platform to help track and distribute product donations, adding efficiency and resulting in more comprehensive reporting on our impact.

We strengthened our ability to connect with vulnerable communities by leveraging the cross-border reach of our global partners, including MAP International and Direct Relief, by establishing a new approach to product donations, focused on using available inventory within local markets to support local community needs, as well as reducing carbon emissions and waste destruction.

Kenvue also responded to natural disasters, humanitarian crises, and conflict relief around the world throughout the year, including:

Providing efforts in times of need:

- Donated \$200,000 to the American Red Cross to support hurricane relief and recovery efforts across multiple states in the U.S.

Healthy people goals & commitments

Public health

- 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
- Create positive environmental and social impacts through brand purpose programs led by Kenvue's top brands

- Donated \$100,000 to the Spanish Red Cross to support regions affected by flooding and landslides in Valencia.
- Donated \$75,000 to Direct Relief to support communities impacted by Hurricane John in Mexico and floods in Poland and Czechia.

Delivering care in the moments that matter:

- Delivered more than 7 million units of Kenvue product to more than 75 countries around the world with help from our global partners.
- Distributed more than 27,000 Kenvue-sponsored hygiene kits with partner Heart to Heart International supporting eight disasters, including Hurricanes Helene and Milton; Tropical Storm Debby; tornadoes in Arkansas and southeastern Missouri; vast flooding throughout Texas, Florida, West Virginia, North and South Carolina; and Hurricane Beryl in Jamaica.
- Provided more than 15,000 care kits to support communities impacted by the widespread flooding in Brazilian state of Rio Grande do Sul and migrant populations affected by poverty in Roraima state and Tapachula, Mexico, through Direct Relief.
- Distributed approximately 18,000 care kits to assist in hygiene poverty through the help of Feeding America® and Americares across the U.S.

Volunteerism

Together, Kenvuers use their talent, time, and passion to nurture healthy people, enrich a healthy planet, and build positive change for communities around the world. Through volunteering, Kenvuers come together to share our culture of caring and find meaning and belonging through group-based volunteer activities in their local communities. We prioritize our volunteerism efforts with organizations and on initiatives that support our Healthy Lives Mission, equipping Kenvuers with resources to coordinate and participate in team-based volunteering.

In 2024, we launched Kenvue Cares, our global employee volunteer program, which aims to embed a ritual of volunteering into our Kenvue culture, at six sites: Skillman, New Jersey; Fort Washington, Pennsylvania; São José dos Campos, Brazil; Singapore; High Wycombe, U.K.; and Dublin, Ireland. Kenvue Cares Week – our company-wide



Kenvuers come together in Singapore to support TOUCH Home Care organization with food deliveries under the Meals-on-Wheels program to homebound seniors.

team-based week of volunteering - was launched in May to coincide with the anniversary of the Company’s founding. For our first pilot year of Kenvue Cares week, we engaged with 30 nonprofit organizations, which curated volunteer opportunities for more than 1,200 team members, who clocked more than 3,500 hours of total volunteer time.

In addition to the Kenvue Cares pilot program, Kenvuers’ volunteer efforts in 2024 also included:

- **Canada:** Kenvuers volunteered with the Guelph Food Bank, helping those in need of food while encouraging self-sufficiency by participating in GFB’s skills-enhancement programming.
- **Central Europe:** More than 250 Kenvuers from five countries participated in the annual cleanup day, with teams collecting over 950 kg (+2,000 lbs.) of waste from local parks and outdoor areas.
- **South Korea:** Kenvuers at our Cheongju manufacturing plant participated in a local river cleanup.
- **Thailand:** Kenvuers teamed up with online health and beauty store Watsons for a beach cleanup in Chonburi province, with over 70 Kenvuers, consumers, and social media influencers joining. The cleanup was part of the “Green Smiles” campaign, which encourages customers to make more sustainable choices by opting for Kenvue products available in refillable or recyclable packaging.



Kenvuers in New Jersey support the Somerset County Parks by cleaning and maintaining their trails.

Highlights on progress 2024

Humanitarian aid

	Value of in-kind contributions ⁵	Value of cash contributions
Help restore the dignity of everyday care for vulnerable and displaced people around the world	\$55.2M	\$1.1M
Advance community health and well-being through a culture of caring and encouraging team members’ volunteer service	Piloted Kenvue Cares volunteering in six of our largest sites around the world	
Create positive environmental and social impacts through brand purpose programs led by Kenvue’s top brands	Formalized our strategy and established a process to identify one global social impact territory and related commitment or commitments for priority brands	



Kenvuers in Fort Washington, PA write messages of hope with Cradles to Crayons to be placed in backpacks for children.

Brand purpose

We believe when people can count on care every day, it not only makes them well, it makes them whole—empowering them to engage more fully with the people, experiences, and the world around them. In addition to driving positive and environmental impact, brand purpose programs can help foster consumer loyalty, enhance brand differentiation, attract new consumer segments, and create deeper connection with consumers who share the brand's values.

Destigmatizing menstruation with Stayfree® in India

For more than four years, the Stayfree® “It’s Just a Period” campaign in India has promoted healthy conversations about menstruation among young girls and their families. The campaign encourages communications aimed at changing the narrative of shame and silence often associated with periods.

In 2024, the Stayfree® brand launched #BetaStayfreeLeAana (Son, buy a Stayfree®), a digital campaign encouraging fathers to participate in period conversations with their daughters and to extend those conversations to their sons. #BetaStayfreeLeAana showcased heartwarming family moments of parents fostering open dialogue with their sons about periods. The Stayfree® team believes that when we make our sons comfortable with periods, we destigmatize the conversation and make our daughters comfortable with the topic of menstruation as well.

Scholarships to support healthcare professionals with Tylenol® in the U.S.

Since 1994, the Tylenol® brand has awarded annual scholarships to well-deserving students in the U.S. who are pursuing careers in healthcare through the brand’s Future Care Scholarship. In 2024, we continued that tradition, giving 10 students \$10,000 and 25 students \$5,000. Scholarship winners must be graduate students or college seniors enrolling in graduate school the following academic year. Since 2009, more than \$3.875 million in scholarships have been awarded.

Greatness Hurts

When it comes to athletes, Tylenol® recognizes that pursuing greatness hurts, which is why the brand helps them manage their pain through its Greatness Hurts™ campaign. In 2024, under this banner, the brand introduced The Care Commitment by Tylenol®, a \$1 million fund to help injured athletes recover and continue to pursue greatness. A three-year commitment, the fund launched with a sponsorship of the Women’s Sports Foundation’s® Athlete Recovery and Care Commitment Grant, which provides \$10,000 to help women athletes overcome pain and recover from setbacks to their careers. To date, The Care Commitment by Tylenol® has donated \$100,000 in grants to 10 athlete recipients. Learn more on the Women’s Sports Foundation’s website [here](#).



Partnerships & advocacy

At Kenvue, we help advance consumer health through our product portfolio that reaches more than a billion consumers worldwide. We support public health by using our iconic brands and products, as well as through strategic collaborations, to address large-scale challenges and innovate solutions.



Kenvuers participate in a Neutrogena® event with Walgreens in Chicago.

Making sun care accessible & approachable

Neutrogena® brand continues to advance its commitment to educating adults and youth about the importance of practicing safe sun care and overall skin health.

Since 2020, the Neutrogena® brand has collaborated with pharmacy chain Walgreens and the Melanoma Research Foundation (MRF) in the U.S. to help families protect their skin by offering free skin cancer screenings and education on effective sunscreen products. By making sun protection accessible and approachable for everyone, the collaboration is designed to help increase sunscreen usage and help increase early skin cancer diagnosis. Together, the Neutrogena® brand and MRF have trained more than 7,000 Walgreens pharmacists and 12,000 beauty consultants on the importance of recommending sunscreen to consumers.

In 2024, the three organizations came together to host SPF Fest, an outdoor community event in Chicago featuring Neutrogena® experts, products, and free skin cancer screenings provided by the MRF.

In addition, the brand is a sponsor of Young Minds Inspired (YMI), a provider of free educational outreach programs. In 2024 Neutrogena® brand supported YMI's Sun Safety for All campaign, an educational program developed with youth education and dermatology experts, and geared toward teachers, students, and families by developing free content for the YMI website, including FAQs, checklists, and modules on the science behind the sun and its energy, for students in grades 3-8.

Smoking cessation

In Malaysia, Kenvue has long supported the country's effort to usher in a smoke-free generation by 2040. Led by Kenvue's healthcare professional (HCP) team, in 2024 we helped strengthen Malaysia's smoking cessation capacity by training HCPs on the use of Nicotine Replacement Therapy (NRT) solutions, like Nicorette®. Kenvuers also worked with the Health Minister of Malaysia to launch its Cik Era (Miss Era) AI chatbot on the JomQuit (Come On, Quit) website. The chatbot offers smokers personalized support and advice on quitting smoking. It also directs them to the nearest national quit clinic or to a retail pharmacy that has partnered with Kenvue, for them to receive advice/treatment for NRT.

Supporting scientific research on public health

In 2024, Kenvue supported scientific research to advance positive health outcomes, including:

- **Oral health:** Listerine® supported multiple oral microbiome studies that showed improved protection against plaque, a reduced prevalence of gingivitis, and/or fresher breath as a result of using Listerine® products for daily oral hygiene, alongside brushing and flossing.
- **Osteoarthritis:** Through two abstracts and a published paper in *Drugs & Aging*, Kenvue explored prescription patterns, patient preferences, and the efficacy of Tylenol® in treating osteoarthritis pain.

For the second consecutive year, Kenvue convened a meeting of the ASEAN Advisory Board for Smoking Cessation. Held in Malaysia, experts from across the region discussed implementing the smoking cessation solutions proposed at the first meeting in 2023, including:

- In Indonesia, integrating smoking cessation programs into national tuberculosis treatment services.
- In Singapore, researching effective vaping cessation treatments.
- In Malaysia, promoting harm reduction through approved cessation medication.

The delegates who attended the convening acknowledged the progress that has been made in recent years, particularly with regard to introducing education about quitting smoking and vaping to schools, and efforts to integrate smoking cessation support into national and community health programs. However, several countries also acknowledged the increased prevalence of vaping among adolescents in the region and the need to increase awareness of its dangers among this important demographic group.

Vaping and e-cigarettes can also have negative health effects, and Kenvue's smoking cessation therapies can be extended to users of these devices. Nicorette® QuickMist, a nicotine mouth spray, was the first clinically proven NRT to be used for vaping cravings in the U.K. In 2024, Kenvue published clinical trial results in the journal *Addiction* that showed nicotine mouth spray can be a promising strategy for vaping cessation.

Women's health

Menopause and its effects on women can often be misunderstood, and women can struggle to understand their own hormones during menopause and how to address the associated side effects. At Kenvue, we are committed to changing this reality, believing that if we can help women uncover the interconnectivity of their symptoms, we can help them navigate their hormonal wellness journey. In 2024, we launched Versalie™, a digital platform dedicated to menopause and women's hormonal wellness. Launched in the U.S., Versalie™ provides access to

A decade of supporting smoking cessation

In 2024, we marked the 10th year anniversary of Nicorette® brand's sponsorship of the Canadian Cancer Society's quit smoking campaigns, which offer resources to help smokers quit, including free access to Nicorette® products.



virtual care services, expert-reviewed content, and a curated storefront of products to support women during menopause.

Since its launch, Versalie™ has been contributing important context to the menopause dialogue. For example, we conducted an “attitudes & usage” study that highlighted the benefit of symptom screening to personalized menopause care and how the patient/provider relationship can be improved through more personalized evaluation of menopause symptoms.

This study also informed Versalie™ on the need to help educate the next generation of women who are undergoing the menopause transition, and that treating menopause is not a one-size-fits-all experience and requires additional research. We expect to update the study accordingly in 2025 with new insights and an updated understanding of the category and the consumer. For more information, visit our website.

Family health

The Chinese government has identified children’s healthy growth and development as one of the foundational elements of realizing its “Healthy China” agenda. However, many families in the country lack the knowledge and resources to effectively manage their health. In response, Kenvue teamed up with the China Women’s Development Foundation in 2024 to launch the Healthy Family Initiative (HFI), which aims to educate families around children’s health and common illnesses to families. The program hopes to empower families to be the first line of defense in managing their health.

As part of HFI, Kenvuers held a series of family health recreation fairs in three cities designed to inspire parents to pay close attention to the physical health of their children. During the events, organizers and volunteers, including Kenvue volunteers, provided children’s health education toolkits and care packs to local pediatricians. Additionally, doctors, pharmacists, and other medical experts provided health consultations and education around children’s health and common illnesses to families.

Rehydration solutions in India

Kenvue brand ORSL® is India's No. 1 ready-to-drink (RTD) electrolyte drink. Recently, Kenvue expanded its RTD rehydration portfolio with the launch of ORS, a World Health Organization (WHO) recommended formula which helps individuals rehydrate during diarrhoeal dehydration. The Company continues to innovate in hydration science through fluid, electrolyte, and energy formulations.

Kenvue research published in the Journal of Applied Pharmaceutical Sciences found that Indian consumers often prepare powdered ORS solutions incorrectly, making it less effective. The new ORS RTD is designed with Hydra-Activ Technology™ and ensures 100% assured WHO Osmolarity™ supporting faster recovery from the health effects of diarrhea.

Kenvue has also launched a public health initiative, "Diarrhoea Se Darr Nahi" (“Not afraid of diarrhea”) in collaboration with Population Services International India (PSI India). The initiative aims to reach approximately 5 million children under the age of 5 across 10 districts in Uttar Pradesh and Bihar over the next two years, with the goal of reducing diarrhea-related mortality and improving healthcare outcomes. The initiative aligns with the Government of India’s “Stop Diarrhea Campaign,” which aims to achieve zero child deaths due to diarrhoea. Through the program, Kenvue and PSI India aim to collaborate with state health authorities and local officials to improve community awareness of diarrhea and diarrhea management practices.



Community health centers bring needed care to rural communities

China is a vast country, with nearly 465 million people living in rural areas. Community health centers are the fundamental building blocks of the rural medical system in the country. However, many of them are unable to meet the healthcare needs of local residents due to inadequate and outdated facilities.

In 2024, Kenvue supported the Chinese Red Cross Foundation’s launch of two Red Cross Community Health Centers, both of which have four HCPs and medical devices capable of providing standardized healthcare for over 10,000 residents. At the opening of the centers, Kenvue showcased products from Dabao® and Johnson’s® Baby to demonstrate effective skincare solutions for local residents and their children.



Kenvuers distribute products at a family health clinic in Anhui Province, China



**Enrich a
healthy
planet**

Climate change

We are committed to playing a proactive role in addressing a changing climate through our business practices. We understand that the health of people and the health of the planet are deeply interconnected, and taking action to mitigate our environmental impacts underpins our commitment to advancing 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. Guided by science and aligned with global frameworks such as the Paris Agreement, the Science-Based Targets initiative (SBTi), and the Task Force on Climate-related Financial Disclosures (TCFD), our approach focuses on:

- **Greenhouse gas (GHG) emissions management:** We are working to decarbonize our operations and supply chain by improving energy efficiency, transitioning to renewable energy, and engaging suppliers to drive emissions reductions in their own operations and supply chains.
- **Climate resilience and risk management:** 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.
- **More sustainable packaging and products:** Our commitment to more sustainable design practices and circular solutions helps us minimize waste and lower our environmental impact, helping us responsibly source materials and design for a lower carbon footprint, recyclability, or reuse. (Read more about our efforts on packaging on page 38 and on products on page 54).
- **Stakeholder engagement and advocacy:** Through collaboration with our suppliers throughout our value chain, industry partners, and nongovernmental organizations, we advocate for policies and practices that support a low-carbon economy and drive collective impact.



Kenvue manufacturing site, Sézanne, France

At Kenvue, we view climate action as an opportunity to innovate, drive efficiency, build resiliency, and contribute to a healthier future. We will continue to advance our climate strategy with transparency, accountability, and a focus on measurable impact.

Healthy planet goals & commitments

Climate change

Kenvue commits:

- To reduce absolute Scope 1 & 2 GHG emissions^{6,7,8} 42% by 2030¹⁵ from a 2020 base year
- That 75% of its suppliers by emissions covering purchased goods and services and upstream transportation and distribution will have science-based targets by 2028¹⁵
- To set long-term net-zero emission targets, informed by the SBTi Net-Zero Standard¹⁶
- Use 100% renewable electricity¹² for our operations⁶ by 2030^{13,15}

Green honors

Kenvue was named one of **Newsweek's America's Greenest Companies**, which recognizes the top 500 U.S. companies for advancements in managing their sustainability footprint. Companies were evaluated and scored on more than 25 parameters across four categories: greenhouse gas emissions, water usage, waste generation, and sustainability data disclosure and commitments.



GHG emissions management

Kenvue’s near-term GHG emissions-reduction targets have been validated by the SBTi. This means our targets are clearly defined and position Kenvue to reduce its GHG emissions in line with the Paris Agreement goals to limit global temperature rise to 1.5°C. In addition, 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 Kenvue’s near-term science-based targets lay the foundation for progress toward our net-zero ambition.

Scopes 1 + 2 GHG emissions

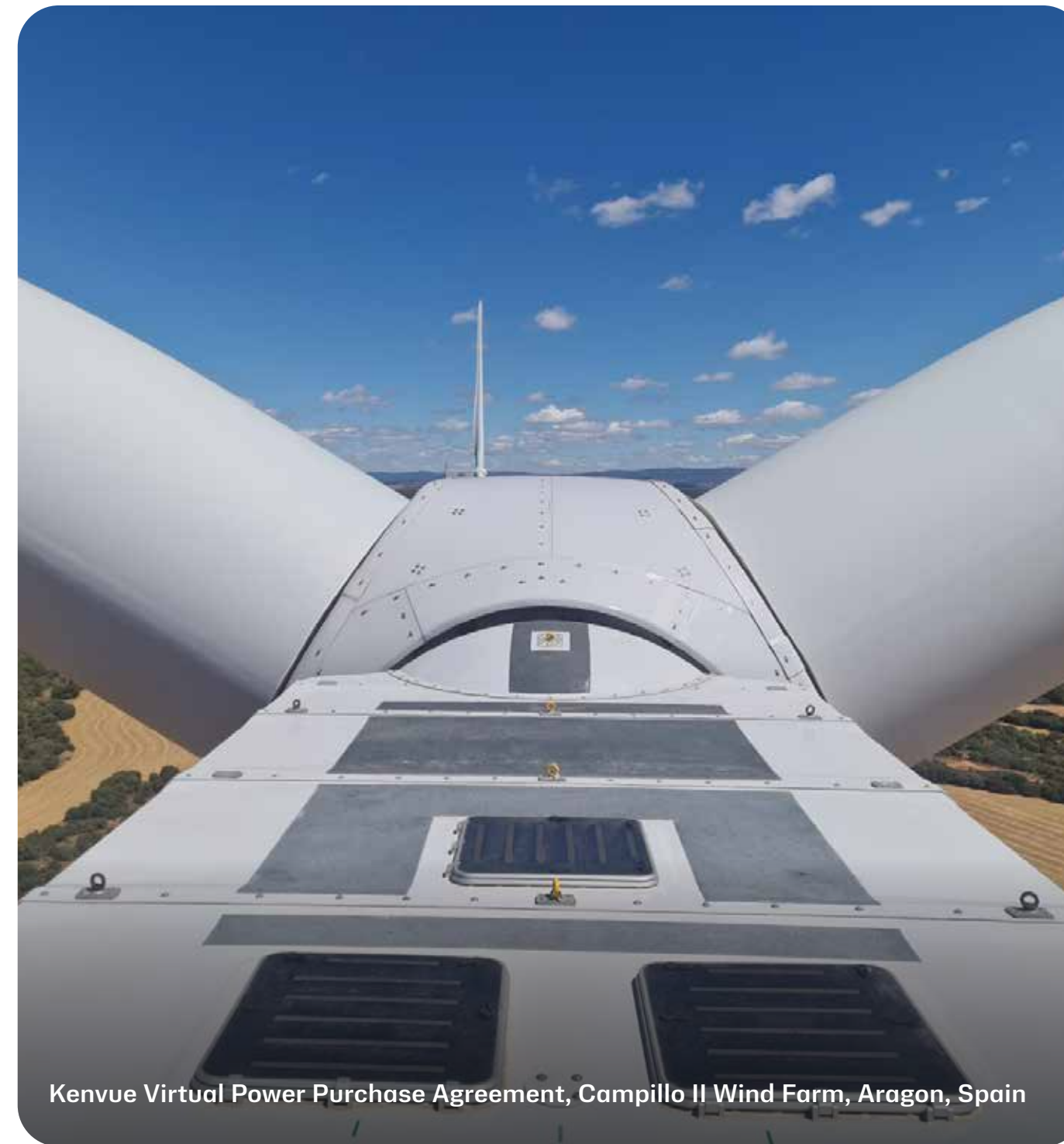
A combination of purchased energy and on-site energy generation from our facilities represents approximately 95% of our Scope 1 & 2 emissions. Each site in Kenvue’s operating footprint has developed decarbonization roadmaps toward our 2030 goals. The decarbonization plans are specific to each site and their operations, as well as their energy demand requirements, current assets, and equipment. Plans may

Highlights on progress 2024

Scope 1 & 2 emissions (MT CO₂e)

	2020	2024	% change vs. base year
Total Absolute GHG Emissions^{6,7,8} (Scope 1+2)	210,673	132,800	37.0%
Scope 1 Absolute GHG Emissions^{6,7,8}	73,841	56,538	23.4%
Scope 2 Absolute GHG Emissions^{6,7,8}	136,832	76,262	44.3%

Reporting for all years between 2020-2024 can be found in data tables on page 70



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

include investments in renewable energy, digitization, and metering to drive energy efficiency, electrification of equipment, fugitive emissions management and low-global warming potential refrigerants.

In 2024, we conducted on-site energy efficiency and decarbonization assessments at five of our manufacturing facilities: Bangkok, Thailand; Cali, Colombia; Las Piedras, Puerto Rico; Pomezia, Italy; and Val-de-Reuil, France. The assessments helped us develop strategies and timelines to replace some industrial equipment such as chillers, air compressors, and boilers, for improved efficiency.

China facilities earn honors

Two Kenvue manufacturing facilities in China have been awarded by local government offices for their sustainability achievements. The Beijing Municipal Bureau of Economy and Information Technology named our Dabao plant a “National Green Plant,” recognizing our energy and emissions reductions, and production efficiency.

We were also given the “Shanghai Five-Star Green Plant” award by the Shanghai Economic and Information Commission for our facility in the city. The commission noted our comprehensive environmental, quality, energy, and safety management systems, excellence in energy saving and emissions reductions, and efforts to reduce the environmental impact of our products.



Highlights on progress 2024

Renewable electricity¹²

	Total MWhs	% renewable
North America	91,710	68%
Europe, Middle East & Africa	76,623	73%
Latin America	74,148	100%
Asia Pacific	50,956	55%
Total	293,436	72%

Renewable electricity

In our Company’s efforts to reduce our emissions and build resiliency against a changing climate, we source approximately 72% of our total electricity needs from renewable sources. This represents a combination of electricity generated by our 23 fully operational onsite solar systems in 13 countries, as well as our contracts for offsite renewable electricity.

In 2024, four new onsite systems came online (see map on page 32). In addition, as of 2024 we have 12 contracts for offsite renewable electricity procurement in the form of virtual power purchase agreements (VPPAs) in North America and Europe; direct power purchase agreements (PPAs) in Argentina, Brazil, and India; green retail contracts in China, Colombia, Malaysia, and Singapore; and energy attribute certificates (EACs) in China and India. A green retail energy contract is a formal agreement that allows a company to purchase some or all of its electricity from renewable sources, such as solar, wind, or hydropower.

In Asia Pacific, 10 out of 11 Kenvue manufacturing sites use renewable electricity for some or all their energy requirements. In Bangkok, Thailand, the largest solar panel installation in our network provides ~20% of the plant’s electricity requirements. The system incorporates advanced digital technologies to enhance the monitoring, control, and optimization of solar energy generation and use. In 2024, we conducted feasibility studies for onsite solar projects for sites in Shanghai, China; Cheong Ju, South Korea and Selangor, Malaysia. In India and China, we secured EACs for 25,677 MWh. An EAC is issued to renewable energy facilities that generate 1 MWh of renewable power. Companies can then purchase these EACs to support their renewable electricity goals.

In Latin America, all three manufacturing sites in the region are covered with 100% renewable electricity through a combination of direct offside wind-based PPA, green retail contracts and EACs. Our site in Cali, Colombia also has an on-site solar system that, in combination with a green retail contract, covers 100% of the site’s electricity usage.

In North America, all three manufacturing sites and our head-offices in the U.S. and Canada are using 100% renewable electricity through a 10-year offsite wind-based VPPA that was established in 2018. There are also onsite solar systems installed in two of our sites in U.S. that support the overall renewable electricity coverage in the region.

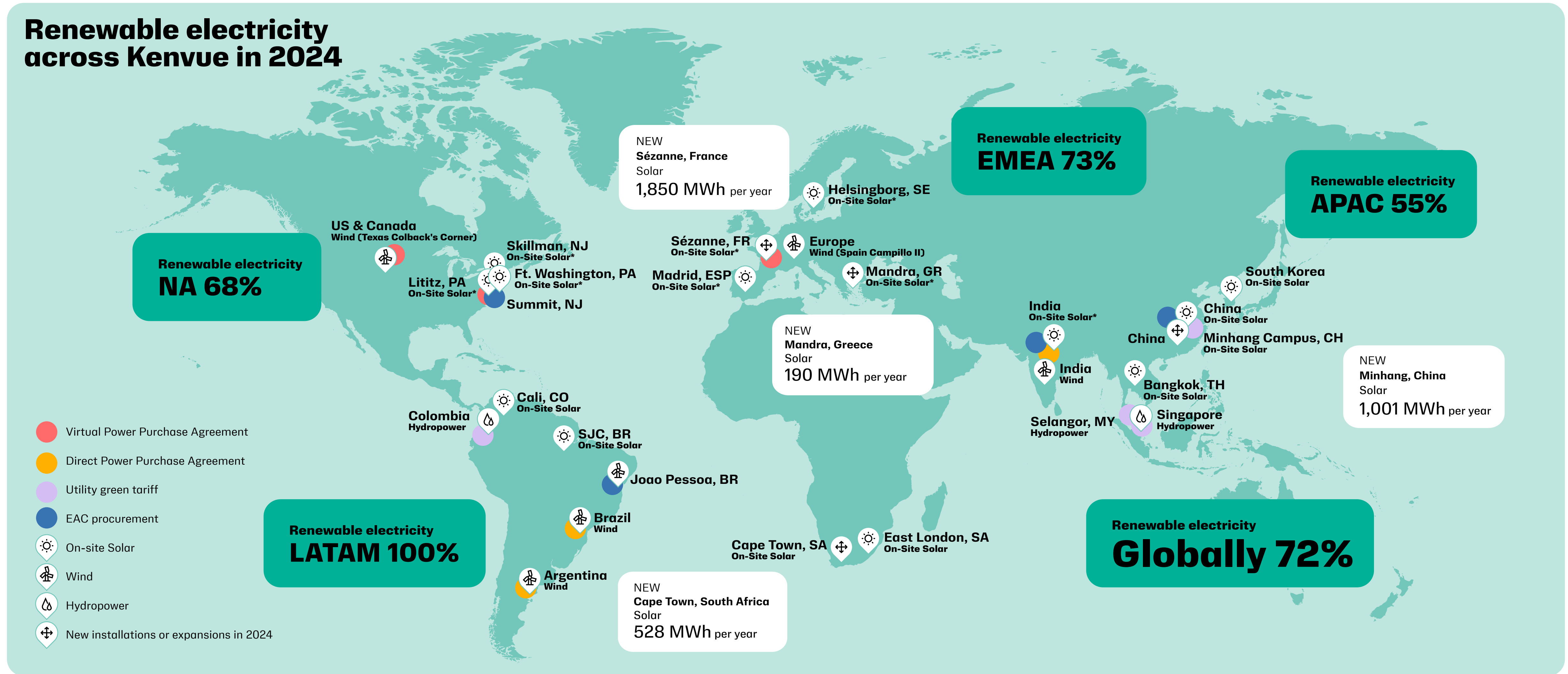
In Europe, Middle East, and Africa, nine out of 10 manufacturing sites use renewable electricity for some or all their energy requirements. In Cape Town, South Africa, the largest solar panel installation in our network provides ~26% of the plant’s electricity requirements. In addition, a 10-year offsite wind-based VPPA commenced in July 2024 covers seven sites in Europe, resulting in six sites achieving 100% renewable electricity status.

Partnering for green power

In 2024 Kenvue joined the U.S. Environmental Protection Agency’s Green Power Partnership to support our commitment to use 100% renewable electricity for our operations by 2030 and help reduce our greenhouse gas emissions.



Renewable electricity across Kenvue in 2024



* Not all Solar PV installations contribute towards renewable electricity targets as some regions/sites are covered with PPAs. Drivers are regulatory, resilience and/or cost savings.

Map does not capture all Kenvue locations.

Scope 3 emissions

Like most consumer goods manufacturing companies, our upstream Scope 3 GHG emissions represent approximately 90% of our total value chain emissions. Given the outsized impact of Scope 3 emissions on our total emissions, our successful transition to net zero requires us to support our value chain partners in setting and achieving their own ambitious science-based climate goals. Our near-term Scope 3

Highlights on progress 2024

Scope 3 supplier engagement

	2022	2023	2024
Percent of our suppliers by emissions covering Category 1: Purchased goods & services³⁰ and Category 4: Upstream transportation & distribution,³¹ that have science-based targets by 2028¹⁵	19%	21%	28%

Training and empowering our suppliers

In 2024 we shared our Climate Action Playbook with suppliers to help guide and support their journey with Kenvue toward a more sustainable future. We recognize that suppliers are at different maturity levels in their sustainability programs, and the Playbook provides key principles for consideration, regardless of their sustainability maturity, business size, industry, or location.

The Playbook is designed across a four-phase framework: collect/report data, set targets, mobilize plans, and track progress. The goal is to offer guidance that helps suppliers initiate, enhance, or refine their strategies and action plans to reduce their environmental footprint.

target, which has been validated by SBTi, is for 75% of our suppliers by emissions (covering category 1–Purchased goods & services; and category 4–Upstream transportation & distribution) to have science-based targets by the end of 2028. These suppliers represented 68.9% of our Scope 3 emissions, based on our 2022 base year (see charts). To date, suppliers representing 28% of our Scope 3 category 1 and 4 emissions have set science-based targets.

Supplier Climate Action Program

In 2024, we launched our Supplier Climate Action Program, which is dedicated to helping our target suppliers build the capabilities needed to set their science-based targets. The program defines actions for Kenvue and our suppliers as follows:

Kenvue actions

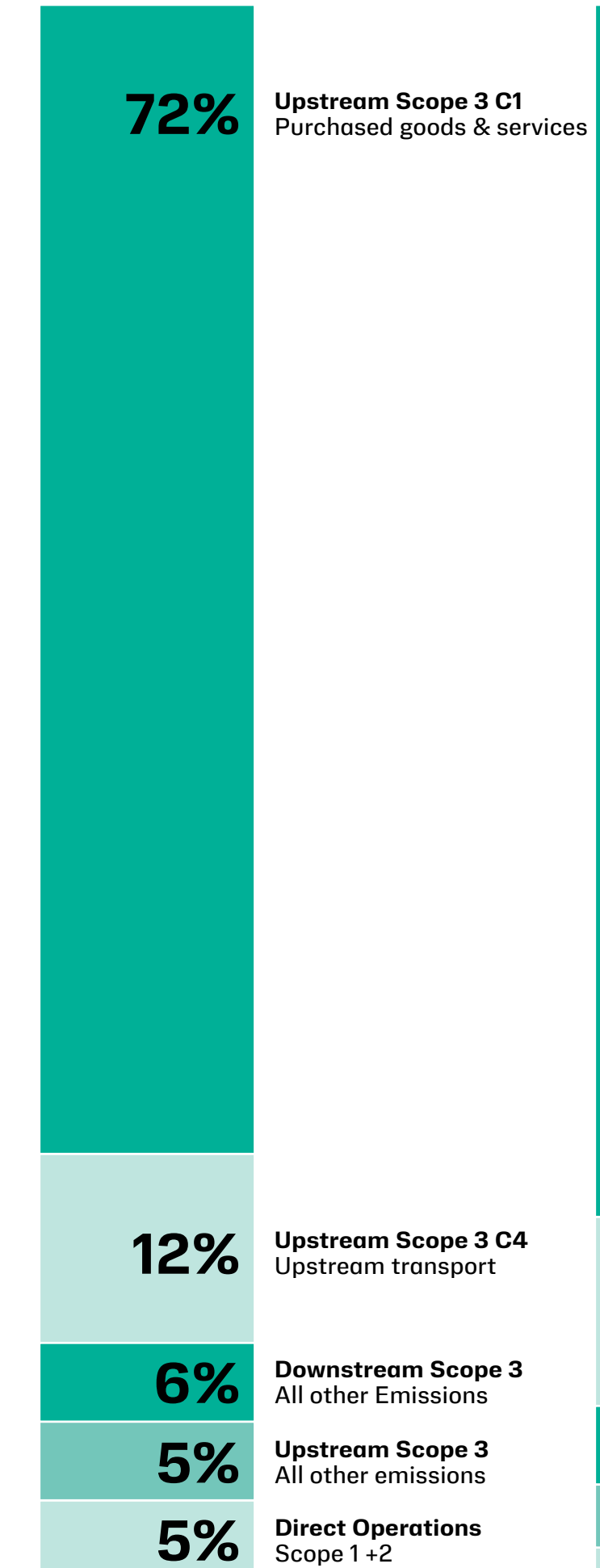
- Prioritize suppliers by climate maturity and clearly communicate sustainability expectations.
- Implement sustainability training programs for procurement teams and for suppliers based on climate maturity.
- Establish contractual requirements linked to climate action.

Supplier actions

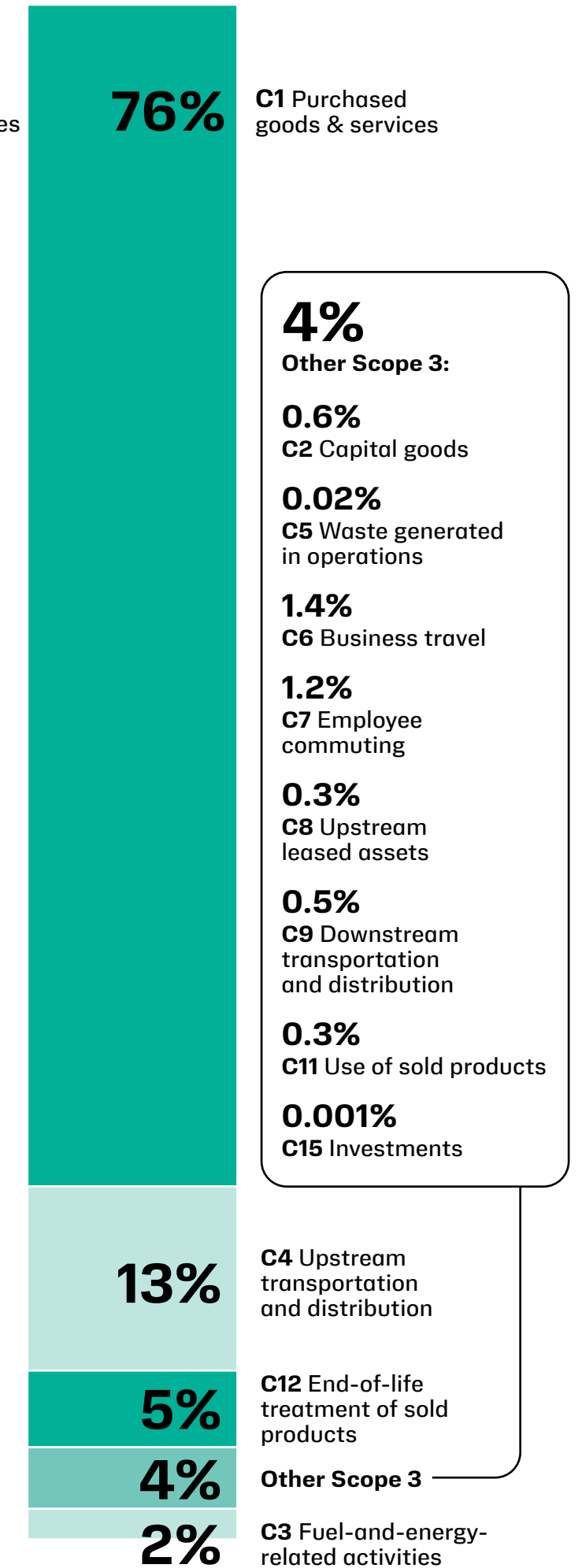
- Map environmental footprint; measure emissions aligned with the GHG emissions protocol; define base year and operating boundaries; set reduction goals; align reduction targets to the SBTi.
- Institute actionable and measurable plans to set and achieve targets and establish a process to measure performance and track progress.

We ask our prioritized suppliers to participate in third-party accountability, capability building, and transparency programs, such as CDP and EcoVadis. To date, 69% of prioritized suppliers have a valid CDP scorecard, on which 20% have scored an A. In addition, 69% of prioritized suppliers have a valid EcoVadis scorecard.

Scopes 1, 2 and 3 emissions (%)



Scope 3 emissions (%)



Supplier collaborations

In 2024, Kenvue joined the Energize program, a first-of-its-kind effort to leverage the scale of the healthcare industry’s global supply chain in a precompetitive fashion to drive system-level change. The program will help suppliers of Kenvue and other healthcare companies address their own operational Scope 2 GHG emissions through renewable energy procurement, including education about renewable energy adoption and contracting, as well as opportunities to participate in the market for PPAs. Kenvue is one of 24 global companies engaging in Energize.

Preparing for the transition to a lower-carbon economy

We are developing an enterprise-level strategy to support our commitment to set long-term emissions-reduction targets informed by the SBTi’s Corporate Net-Zero Standard. Once in place, our net-zero strategy will complement our existing climate initiatives.

In 2024, Kenvue formed a cross-functional working group to begin developing our strategy, including assessing the various sources of emissions and prioritizing opportunities and decarbonization levers. Once the initial assessment is finalized, we aim to develop a business integration plan to align our decarbonization roadmap with our Company’s business strategy.

Climate resilience & risk management

We’ve built 21 fully operational onsite solar power systems in 15 countries, including four systems that came online in 2024 (see page 32). This is foundational to building the Company’s climate resilience and risk management strategy as we continue to take thoughtful steps on where to focus our efforts and strengthen our resilience against a changing climate, including through our climate scenario analysis, our biodiversity assessment (page 42), and our water risk assessment (see page 36).

Task Force on Climate-related Financial Disclosures (TCFD)

In an important step toward enhancing transparency around climate-related impacts, risks, and opportunities at Kenvue, we published our first TCFD report in 2024. The report is the culmination of a comprehensive TCFD assessment and climate scenario analysis, both of which explored and quantified the potential impacts of climate change on our business operations, value chain, marketed products, and strategic priorities. The climate scenario analysis integrated short-term, medium-term, and long-term perspectives, as well as various temperature scenarios, to assess climate-related physical and transition risks and opportunities.

In preparing our TCFD report, we developed an inventory of potential climate-related risks and opportunities. Among this list, we identified five risks and opportunities with 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
- Increased product sales

We have begun to integrate the insights related to potential risks identified from the TCFD assessment, which included climate-adjacent risks such as water and biodiversity, into our strategic planning and enterprise risk management processes. Read more about this work in our [TCFD report](#).

CDP Climate A-

For the first time as a publicly traded independent company, Kenvue provided additional disclosures related to our climate and environmental impacts through CDP in 2024. This globally recognized public disclosure framework helps companies improve transparency and accountability for climate and related environmental work, as well as helps them better understand risks and share.

We received an A- for CDP Climate, a reflection of how we are working to reduce our environmental impact, address climate risks in our business, and enhance our transparency around these efforts.

You can access the Company’s CDP response [here](#).



International Organization for Standardization (ISO) certification

Kenvue has group certification of ISO 14001, an international environmental management system standard used at all of our manufacturing and research and development (R&D) facilities with more than 50 people. In 2024, Kenvue implemented the ISO 14001 Environmental Management Systems Standard’s climate change requirements across our manufacturing and R&D sites. In alignment with the physical risks identified in our TCFD report, site-specific risks and associated controls are being evaluated and documented to identify additional controls, where warranted, to mitigate climate risks. Focus areas include water stress/drought, extreme weather events (flooding, wind, wildfires) across all sites, plus extreme heat and cold for Kenvue sites certified to ISO 45001 Occupational Health & Safety Management Systems Standard.

Kenvue Analytical lab in Brazil achieves certification

The Kenvue Analytical laboratory in São José dos Campos, Brazil, has been certified by My Green Lab, a nonprofit that encourages best practices in laboratory sustainability. My Green Lab uses 14 sustainability criteria to assess a lab. These include energy infrastructure, fume hoods, cold storage, and green chemistry and green biologics, among others. To be certified “green,” the facility must implement 80% or more of the environmental actions identified during its assessment.



Climate transition action plan

Kenvue’s onsite energy efficiency and decarbonization assessments, net-zero planning, TCFD report, and CDP disclosures provide a framework for the development of a climate transition action plan (CTAP). We plan to formalize our CTAP in 2025 and use an iterative approach to update it regularly from there on to help Kenvue meet current and future regulatory disclosure requirements pertaining to climate change.

Stakeholder engagement & advocacy

We recognize the critical role of collaboration in driving progress toward climate action and our sustainability goals. We participate in several coalitions aimed at addressing climate challenges across industries. These include:

- [WWF Climate Business Network](#) Collaborating with businesses to implement sustainable practices that reduce emissions and align with global climate goals
- [WWF Renewable Thermal Collaborative](#) Advancing the transition to renewable thermal energy solutions to decarbonize industrial processes
- [Forum for the Future Climate and Health Coalition](#) Promoting the integrated transformation of human health and climate systems, fostering outcomes that benefit both people and the planet.
- [Consumer Goods Forum’s \(CGF\) Golden Design Rules](#), developed by the CGF’s Plastic Waste Coalition of Action

Additionally, Kenvue is a member of the Pharmaceutical Supply Chain Initiative (PSCI), which supports responsible practices across the supply chain, including those that contribute to climate action.



Kenvue Virtual Power Purchase Agreement, Colbeck’s Corner Wind Farm, Carson County, Texas

Water

Water is essential to our operations and the communities we serve, yet its availability and quality are increasingly threatened by the impacts of climate change. We use water in various ways across our operations and are committed to understanding our water footprint to identify opportunities to optimize consumption, reduce wastewater, and protect local water sources. By integrating water into our Healthy Lives Mission strategy, we aim to build resilience toward climate risks while supporting the health of ecosystems and communities worldwide. We are also taking action to address the impacts of pharmaceuticals and personal care products (PCPs) in the environment (PiE) through our waste management work (see page 47), including wastewater management.

Retrofitting digital water meters in Brazil

Kenvue's São José dos Campos, Brazil, site consumes approximately 400 million liters of water per year. This metric was, until recently, calculated manually, with data collection and analysis conducted once a month. In 2024, we converted 65 analog water meters to digital within the existing water system without making any piping refurbishments, allowing the site to now track and analyze water use in real time and with improved data quality. In addition, the meters use artificial intelligence to enhance our analysis and predictive capabilities.

The water meters also help the site respond to issues faster, which helps reduce costs and the amount of water wasted. Given the success of this transition and the reliability of this data in helping to facilitate additional water-efficiency initiatives at this site, we expect to expand the use of digital water metering to other global sites in the future.



Water risk assessments

In 2024, as part of our TCFD climate-related risk assessment, we evaluated physical risks related to water, including water stress, rainfall, and river and coastal flooding at 41 Kenvue operational sites and 30 key external manufacturer and supplier sites. We also mapped these sites against water-stressed areas. The assessments utilized the World Resources Institute's (WRI) Aqueduct screening tool, which helps businesses and organizations assess, understand, and respond to water-related risks. Our analysis showed that several of our sites may be exposed to high risks, including water stress, and identified locations that may benefit from additional water assessments.

To address these potential risks, we have begun to develop a strategic water risk and mitigation strategy that will prioritize action at high-risk

sites. This includes better understanding how much water we consume at these sites, as well as identifying opportunities to optimize usage. We are also further evaluating water risk at Kenvue operational sites using the WWF Water Risk Filter to support risk mitigation planning.

To strengthen our overall global water management framework, we are updating our environmental, health, and safety standards for water, wastewater, and PiE and conducting trainings to improve internal capabilities and capacity.

Alliance for Water Stewardship

Kenvue's manufacturing location in Bangkok, Thailand was certified to the Alliance for Water Stewardship (AWS) International Water Stewardship Standard v2.0 in 2022, successfully completed its surveillance audit in 2024, and plans to seek recertification in 2025.

Plastics

At Kenvue, 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 impact both human health and the environment—and can enhance the consumer experience in a more sustainable way. 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 for consumer health products in delivering superior consumer experiences such as:

- **Product protection:** safeguarding products from physical damage, contamination, moisture, light, etc.
- **Information sharing:** conveying critical product details, including ingredients, usage instructions, and safety warnings.
- **Functionality:** enhancing usability by making products easy to open, dispense, and transport while ensuring accessibility for diverse consumer needs.
- **Brand identity:** serving as a key touchpoint for brand recognition.

In addition, for regulated products like over-the-counter (OTC) medicines and cosmetics, packaging must meet stringent safety and regulatory standards, providing tamper-evident features, child resistance, and clear labeling for proper use.

Global management approach

Our global approach is guided by the principles of the circular economy and the four Rs—Reduce, Replace, Reuse, and Recover. We are working to reduce our reliance on virgin plastics by optimizing packaging design, sourcing recycled alternative materials, and increasing our use of post-consumer recycled (PCR) content. We are integrating reuse models where possible to extend the lifecycle of our packaging, and we

strive to support the recovery of materials through upstream design approaches and downstream recycling infrastructure investments. 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.

Our Kenvue Sustainable Plastic Packaging Design principles drive our packaging strategy:

- 1. Reduce.** Optimizing packaging through improving material efficiency, new format innovation, and rightsizing.
- 2. Replace.** Selecting recycled and renewable feedstocks, and removing problematic materials.
- 3. Reuse.** Innovating and scaling reusable and refill-ready primary packaging.
- 4. Recover.** Designing all packaging to be “recycle-ready”—meaning it is easy to recycle in most recycling systems.

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.

In recent years, advanced recycling—also known as chemical recycling—a process that breaks down plastics and other materials into their basic monomer building blocks and blends them with virgin polymers for use in new products—has emerged as an opportunity to reduce the use of virgin plastic. Unlike traditional (mechanical) recycling, which typically involves shredding, melting, and reforming materials, advanced recycling uses chemical or thermal methods to process materials at the molecular level. At Kenvue, we believe that both mechanical and advanced recycling sources can be successfully integrated into our portfolio of materials options. We support advanced recycling as a potential complement to mechanical recycling.

Healthy planet goals & commitments

Plastics

- 100% recyclable¹⁷ or refillable¹⁸ packaging¹⁹ by 2025¹⁵
- 25% reduction of virgin plastic⁹ in packaging¹⁹ by 2025¹⁵ from a 2020 base year
- 50% reduction of virgin plastic⁹ in packaging¹⁹ by 2030¹⁵ from a 2020 base year



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 the 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 Biodiversity, land & forests on page 43).
- Comply with our commitment to Consumer Goods Forum’s Golden Design Rules (see Design approach below).

We aim to address these requirements at the earliest stage of the HCI product development process, when product concepts are conceived. Learn more about our approach to sustainable product innovation on page 54.

Design approach

At Kenvue, we follow a design approach that considers the impact of our products’ lifecycles, from where materials are sourced to end of life. We innovate with sustainability in mind and tailor our sustainability priorities for each formula technology (lotion, cream, solid, gel, pill, capsule, liquid, etc.) via our Sustainable Innovation Profiler (see page 55) and for each packaging format (blisters, bottles, closures and pumps, jars, refills, and flexibles—or tubes).



Within our design process, we incorporate eco-design and material optimization principles, which guide us to explore advanced recycled, bio-based (e.g., paper), or regenerative materials (e.g., mycelium-based packaging) 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. As a member of the Consumer Goods Forum (CGF) Plastic Waste Coalition of Action, our design process also aligns with the CGF Golden Design Rules, a set of voluntary, independent, and time-bound commitments for the design of plastic packaging. The CGF created the rules to accelerate progress toward increasing the circularity of packaging. The nine rules focus on removing problematic packaging, reducing the amount of packaging used, and designing packaging for recyclability. In addition, Kenvue’s supplier contracts have been updated to include requirements for the CGF’s Golden Design Rules.

In 2024, we introduced new sustainable packaging playbooks to provide consistent direction for designing recyclable packaging. The playbooks include guidance for specific packaging formats and the most commonly used materials and packaging formats.

Highlights on progress 2024

Plastics

	2021	2022	2023	2024
100% recyclable¹⁷ or refillable¹⁸ packaging¹⁹ by 2025¹⁵	72.8%	71.1%	71.4%	69.0%
25% reduction of virgin plastic⁹ in packaging¹⁹ by 2025¹⁵ and 50% by 2030¹⁵ from a 2020 base year	1%	9.6%	21.1%	21.4%

Roadmap for progress

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

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

These are supported by our brands, business segments, and regions with tailored strategies and initiatives with monthly updates provided to the business on their progress. In 2024, we also rolled out Healthy Lives Mission packaging training across regions and functions to drive awareness of our commitments and goals and the tools available for our R&D teams to reimagine designing for circularity.

Stakeholder engagement & advocacy

Collaboration is a key enabler to increase and scale the circularity of packaging globally. Since 2020, Kenvue has been a signatory to the Ellen MacArthur Foundation’s (EMF) Global Plastics Commitment, which unites businesses, governments, nonprofits, and investors behind a common vision of a circular economy for plastics. The commitment is the basis for our 2025 virgin plastic reduction, recyclable, and refillable packaging goals. In addition to serving as an important thought leader on the circular economy, EMF has motivated leading consumer goods companies to reduce problematic and unnecessary plastic packaging through reduction, innovation, and public disclosure on progress.

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 the world’s largest retailers, corporate foundations, technology, and consumer goods companies.

Kenvue is a signatory to The Business Coalition for a Global Plastics Treaty, which represents more than 250 businesses, financial institutions, and nonprofits across the plastics value chain. In 2024, the treaty endorsed the Busan Declaration on Primary Plastic Polymers, calling on governments to:

- Establish common harmonized Extended Producer Responsibility laws and level playing field.
- Unify plastic packaging design rules (Golden Design Rules).
- Require a timed phase out of problematic plastics (polyvinyl chloride—PVC).
- Encourage a global reduction of plastic use.

Packaging innovation in action

Our Essential Health and Skin Health & Beauty brands are at the forefront of our plastic-reduction initiatives, implementing innovative packaging solutions to help meet our goals at Kenvue.

In 2024, Neutrogena® earned two packaging awards in Latin America. The Brazilian Packaging Association (Associação Brasileira de Embalagem) awarded the brand’s Sun Fresh Hydro Boost product bronze in its awards’ “technology” category. The association acknowledged the product’s flexible tube that helps reduce CO₂ emissions with recycle-ready materials. EmbalagemMarca magazine also recognized the Neutrogena® Body Care Intensive line with its “Grandes Cases de Embalagem” (Great Cases of Packaging) award for the product’s sustainability approach and design, which includes using PCR materials.

Innovating to reduce

Globally, OGX® Beauty redesigned shampoo and conditioner bottles to include 100% PCR. In addition, they have been designed to improve “squeezeability,” helping consumers extract more of the product out of the packaging. The brand also resized the cap orifices for improved closure, helping reduce the volume of wasted product. Additionally, the entire product line has a reduced carbon footprint as a result of both packaging and formulation innovations and as measured by our Sustainable Innovation Profiler (read more on page 55).

In China, Dabao® has reduced the weight of many of its plastic bottles, avoiding the use of more than 120 metric tons of plastic. The brand made the change to Dabao® SOD Milk, Milk Light, SOD Protein Milk, Vitality Milk, and VE Lotion bottles.



Innovating to replace

In 2024, Zyrtec® transitioned from blister packs to paper, eliminating ~152,000 pounds of plastic annually.

Nicorette® transitioned its secondary packaging from a plastic blister pack and box to a recyclable paper carton and box. The redesign of the Nicorette® Lozenge Icy Mint 2mg (80 count) has reduced its total product carbon footprint, measured in grams of CO₂ equivalent (gCO₂e), by 17% compared to the previous version of the product.

Innovating to refill & reuse

In Latin America, Johnson’s® Baby launched its shampoo and bath products in refillable pouches. The packaging moved from a multi-material polyethylene terephthalate/nylon/polyethylene package to a mono-material polyethylene package to make it recycle ready.

Innovating to recover

In 2024, Codral® worked with Australian pharmacy chain Chemist Warehouse, and waste management company Pharmacycle, to launch the country’s largest blister pack recycling initiative. Following a successful trial in 2023 across 100 pharmacies in the state of Victoria, the program expanded nationwide across Chemist Warehouse and My Chemist stores. Through the program, which coincided with National Recycling Week, 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 7.5 million blister packs, totaling approximately 11 metric tons of material, from landfills, repurposing the recovered materials for steelmaking and use in outdoor products such as decking and fencing.

Biodiversity, land & forests

Biodiversity and nature are foundational to our products and operations as a global consumer products company, and we continue to refine our understanding of the interdependencies between our impact and nature's ecosystems—from the genetic materials that inspire product innovation to the clean water, fertile soil, and pollination services that sustain our supply chains. We are working to help mitigate impacts on biodiversity and natural resources, and help build ecosystem resilience through our raw material sourcing, manufacturing, packaging, and distribution.

Through our sustainability strategy and a cross-functional approach, we are embedding responsible sourcing into our operations and working to help conserve and restore ecosystems. Our long-term ambition is not only to mitigate harm but to also help restore and regenerate the natural systems on which we depend, ensuring that people and the planet thrive together.

Global management approach

Kenvue is taking steps to enhance biodiversity protections in alignment with global frameworks and practices relevant to our operations. We began our work focused on two commodities where we 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). We will continue to further enhance our strategy using the outputs of our recently completed biodiversity impact assessment, including identifying specific risks and opportunities for Kenvue to prioritize.



Biodiversity Impact Assessment

In 2024, we embarked on our first enterprise wide biodiversity impact assessment, aligned with emerging global frameworks including the Taskforce on Nature-related Financial Disclosures (TNFD) and the Science Based Targets Network (SBTN), as well as established ones such as the United Nations (UN) Convention on Biological Diversity.

The assessment considered our upstream impacts (sourcing of specialty ingredients and commodities), our own operations (administrative

offices, R&D and 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. In addition, the analysis recognized the critical intersection of climate, water, and biodiversity and integrated results from our climate scenario risk assessment (see page 34), helping to guide a deliberately interconnected climate-nature strategy.

The assessment included a preliminary analysis 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 then mapped our 41 sites against criteria from more than 13 biodiversity datasets, including Conservation International’s Biodiversity Hotspots; The UN Development Program’s Biodiversity Intactness Index; WWF’s Forest Landscape Integrity Index; and The UN World Conservation Monitoring Centre’s Critical Habitat Classification.

Key outputs included:

- Biodiversity and ecosystem inventories, which identify material interactions with nature, hotspots, and value chain segments that may require additional analysis.
- Insights into which of our sites have potential to adversely impact nature, given the location and proximity to sensitive areas

Along with the statistical assessment, we also surveyed internal stakeholder expectations and reviewed best practices and peer maturity with respect to management of nature. We expect to complete this work in 2025 with a review of the key outputs by an external stakeholder group of biodiversity experts and then translation of the material nature-related risks and opportunities into a strategic value-creation pathway to inform future strategy and disclosure.

Restoring local ecosystems in Canada

Our manufacturing plant in Guelph, Ontario, is situated on 25 acres of undeveloped land. Until 2018, the land was regularly cut, creating a monoculture of plant species that did little to support local biodiversity. Recognizing the value of returning the land to its natural state, a decision was made to cease grass cutting activities. To support pollinator species, the site introduced several habitat enhancements, including installing pots to provide nesting sites for burrowing bees and leaving fallen trees left in place to serve as shelter for cavity-nesting bees.

Since allowing the land to naturalize, we have observed a steady increase in both the number and diversity of species on site each year. The site has been certified by the Wildlife Habitat Council (WHC), which noted that “the consistent increases in species and individuals indicates an increase in biodiversity in this restored ecosystem.” WHC is a non-profit that promotes and certifies ecological stewardship action on corporate lands through partnerships and education.



Healthy planet goals & commitments

Biodiversity, land & forests

- Kenvue is committed to zero deforestation and to ensuring the paper-based packaging we purchase directly originates from low-risk sources.²⁰ Specifically, we aim to achieve 100% certified¹⁰ or verified recycled¹¹ paper and wood-fiber packaging²¹ by 2025¹⁵
- Maintain 100% Roundtable on Sustainable Palm Oil (RSPO) certification for the palm-based ingredients we purchase²² through a combination of RSPO certified physical supply chains²³ and RSPO Book & Claim credits²⁴
- Purchase²² at least 75% of our volumes from RSPO physical supply chains²³ by 2025¹⁵ and 100% by 2030¹⁵



Responsible wood-fiber sourcing

Among the most biodiverse ecosystems on earth, forests—and their protection—are a vital focus of the biodiversity work at Kenvue. We purchase paper and wood-fiber products for our packaging and are committed to supporting responsible forestry through our sourcing of these materials.

Our position on responsible wood-fiber sourcing outlines our approach to support the transformations necessary to protect the environment and the people in the paper and wood-fiber supply chains.

Our ongoing strategy for responsible paper and wood-fiber sourcing includes increasing the volume of FSC®-certified or recycled paper and wood fiber that we use. When FSC® or recycled content are not available, Kenvue policy allows sourcing from the Programme for the Endorsement of Forest Certification (PEFC). We aim to achieve this for 100% of the cartons, corrugated materials, and leaflets we purchase directly and verify our progress through an annual wood-fiber assessment.

This assessment measures the compliance level of paper-based packaging provided by our suppliers under our direction against our public commitment to achieve 100% certified or verified recycled paper and wood-fiber packaging. 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

Commitment to transparency

In 2024, Kenvue completed our first CDP questionnaire for Forests, which provides companies with opportunities to measure and manage their forest-related dependencies, impacts, risks and opportunities by assessing and reporting on progress. We are committed to operating transparently, and our response included details on our deforestation- and conversion-free volumes of paper and palm derivatives and the breakdown of countries from where we source these materials.

We received a B for CDP Forests and will work to improve our score over time as our practice in this area develops. You can access Kenvue's CDP response [here](#).

Toward 100% certified or verified recycled wood-fiber packaging

Three Kenvue regions—Latin America, North America, and Europe, Middle East, and Africa—have achieved our goal of sourcing 100%-certified (FSC® or PEFC) or verified recycled wood-fiber packaging.

increasing transparency regarding the origin of materials and supplier policies and practices to inform our sourcing priorities. The results of the assessment also helped inform the Company's first response to the CDP Forest questionnaire in 2024 (see below).

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 UN-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.

Highlights on progress 2024

Certified or verified recycled paper

	MTs	%
Total Kenvue volume of paper and wood fiber sourced²²	82,230	-
Total volume of certified¹⁰ or verified recycled¹¹ paper and wood fiber packaging²¹	80,030	97%
FSC® certified³³ paper/wood fiber	49,480	60%
PEFC certified³⁴ paper/wood fiber	11,720	14%
Verified recycled¹¹ paper/wood fiber	18,830	23%
Total volume of paper and wood fiber packaging not certified or verified recycled³⁵	2,200	3%

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

Given the challenges of traceability of wood-fiber sources, we work with trusted partners to provide us with the third-party verification and expertise essential for enhancing supply chain transparency. This is also why in 2024, we announced our intention for Kenvue to become a founding member of Action for Responsible Timber Sourcing (ARTS), which was established shortly thereafter. 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.

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, but also PCPs. Given its ubiquity and growing global demand, there has been increasing scrutiny on the links between palm oil cultivation and deforestation, and the associated negative impacts on biodiversity, people, and local communities.



Kenvue primarily uses palm oil derivatives, which are products produced by further processing palm oil, and we purchase less than 0.1% of the global annual production of palm oil.³⁶ Although we source a comparatively small volume of palm-derived ingredients, we recognize the role we can play in supporting responsible palm oil production, in particular through enhanced transparency.

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 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).
- 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.
- Areas that have not been cleared of natural forest since December 31, 2020.

Highlights on progress 2024

RSPO-certified palm oil

	MTs	% of total
Total Kenvue volume of palm oil-based ingredients purchased²²	35,450	100%
Volumes of palm oil-based ingredients purchased through RSPO physical supply chains²³ or covered by RSPO Book & Claim credits²⁴		
Identity Preserved³⁷	0.00	0%
Segregated³⁸	0.00	0%
Mass Balance³⁹	21,160	60%
Book & Claim credits²⁴	14,290	40%

Monitoring

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

- **Chain of Custody (CoC) audits** of our facilities, conducted by a third-party auditor approved by RSPO, to meet the requirements for source material management and documentation. Our Global Quality team typically leads our CoC audits, using the RSPO Supply Chain Certifications Standards checklist. In 2024, we audited seven of our facilities: Beijing, China; Cali, Colombia; Cheongju, South Korea; Mandra, Greece; Petaling Jaya, Malaysia; Pomezia, Italy; 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 the 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. At Kenvue, 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 (NDPE), respects human rights, and supports local livelihoods.

In 2024, we improved 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 participated in an ASD-led pilot which aims to map and monitor deforestation linked to our palm oil derivatives supply chain in specific areas of Southeast Asia where Kenvue sources 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. 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.



Waste

Our commitment to a healthier planet extends beyond the products we create—it includes how we manage the resources we use and the waste we generate. As a global leader in consumer health, we recognize that waste is not just a byproduct but an opportunity to drive efficiency, innovation, and environmental stewardship. By reducing, reusing, recycling, and innovating across our operations, packaging, and supply chain, we are working toward a future where waste is not an endpoint but a valuable resource. And we are taking action to eliminate unnecessary waste, improve material circularity, and help drive more sustainable choices for our consumers.

Global management approach

All our internal manufacturing and R&D sites are certified to ISO 14001, which establishes a framework for addressing environmental impacts, including waste reduction, handling, and safe disposal. 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.

Total waste management program

In 2024, we continued to develop our total waste management program, with a plan to implement it at all Kenvue's manufacturing locations in 2025 and support regulatory requirements and public disclosures. The program has several objectives and aims to establish a standard waste reporting process with new waste categories and coding for more detailed and standardized reporting across all sites. We are also exploring how to better partner with our waste management supply base for automated reporting to improve efficiency.

The total waste management program also aims to give our operating sites guiding principles on how to effectively reduce waste generation at the source and manage waste throughout its lifecycle. The ambition of

zero manufacturing waste requires end-to-end stakeholder engagement, 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.

In tandem with our total waste management program, we are developing separate strategies for water and wastewater (see page 36) and pharmaceuticals and PCPs in the environment (PiE) (see page 47), both of which impact our overall approach to waste management. Our PiE strategy considers the potential for environmental and human health risks from active pharmaceutical ingredients (APIs) and PCPs entering the environment from our manufacturing waste streams, as well as consumer use and disposal.

Waste assessments

In 2024, Kenvue completed on-site waste management assessments at six manufacturing locations: Bangkok, Thailand; Cali, Colombia; Las Piedras, Puerto Rico; Lititz, Pennsylvania; Pomezia, Italy; and Val-de-Reuil, France. These assessments helped us identify opportunities to improve waste reduction and reuse practices, as well as helped us understand the strategies and programs required to achieve our ambition of zero manufacturing waste.

While each site has unique waste streams based on their production and processing, one consistent area of opportunity identified was finished goods waste. The total waste management program also recognizes the value of sharing proven practices across sites which make similar products, and a Total Waste Management Playbook codifies proven practices that can support our zero-waste ambition across all sites.

Zero manufacturing waste

While we work towards our ambition of zero waste for our manufacturing locations, we are pleased that several sites have already achieved external certification for waste management. These include

our manufacturing site in Lititz, Pennsylvania, which is certified by GreenCircle® as a Zero Waste to Landfill facility. In addition, in 2024 our Mumbai, India plant received PLATINUM level certification of Total Resources Use and Efficiency (TRUE) certification for Zero Waste from Green Business Certification Inc., joining our Bangkok, Thailand, plant, which holds the GOLD level of TRUE certification. TRUE certification requires a site to meet stringent criteria, and to demonstrate a high level of commitment to zero-waste principles, and performance upstream and downstream.



Pharmaceuticals and personal care products in the environment (PiE)

Pharmaceuticals and PCPs can enter the environment in several ways. According to the European Federation of Pharmaceutical Industries and Associations, most pharmaceuticals enter the environment “via patient excretion following use of medicine that is taken to prevent, cure or alleviate a medical condition.” PCP ingredients typically enter the environment after being washed from the body during cleansing activities.

Kenvue addresses PiE as part of our ambition to create products that support the health and well-being of both people and our planet, in alignment with our Healthy Lives Mission. Kenvue supports sector initiatives to reduce the potential risks associated with OTC PiE, including designing products that are benign and biodegradable; rightsizing pack sizes; redistributing unused pharmaceuticals; educating healthcare professionals and the public about the risks associated with PiE and how to dispose of pharmaceuticals and PCPs properly; and facilitating collaboration between environmental and healthcare scientists.

Alongside strategies for total waste management, water and wastewater, we are updating Kenvue strategy and assessments for PiE that include policies to cover the breadth of our impacts. Currently, we maintain the following internal and public policies and positions on PiE:

- [Position on Impact of Pharmaceuticals and Personal Care Products in the Environment.](#)
- Internal Management Standard for Active Pharmaceutical Ingredients in Manufacturing Effluent.
- Internal Water & 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 implement a risk reduction plan if needed.

Our products

The way we formulate our products can impact our waste footprint. Our Sustainable Innovation Profiler product development tool (see page 55) applies life cycle assessment (LCA) and green chemistry 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 evaluations emphasize the importance of the raw material and formulation biodegradability.

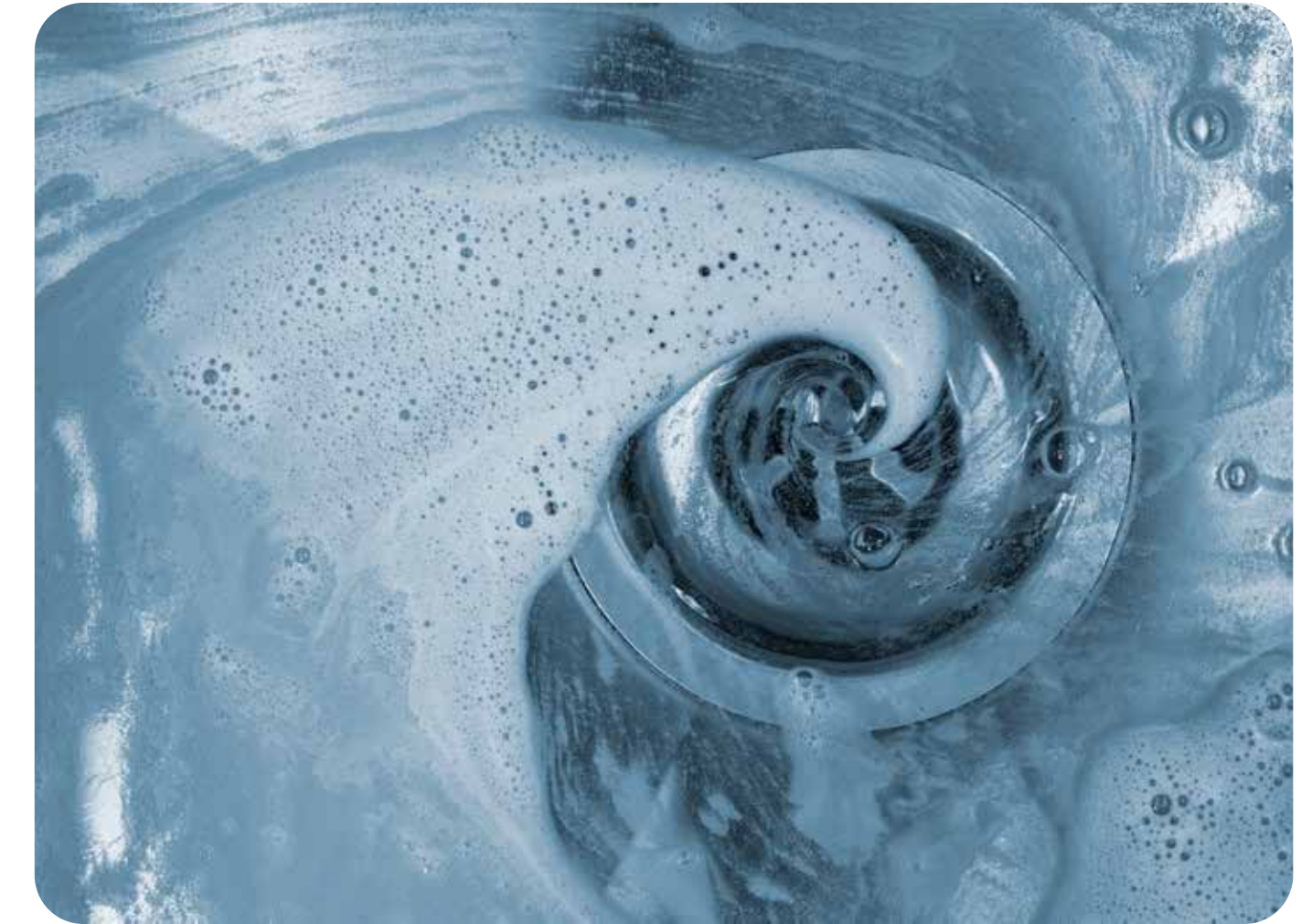
In addition, we manage environmental risks by assessing all ingredients used in our formulated products, including APIs, to understand possible impacts and by conducting targeted environmental risk assessments (ERA) on select ingredients. In 2024, we invested in a multiyear initiative to conduct testing and to develop comprehensive ERAs for APIs in our portfolio. Our objective is to further our understanding of 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.

Our operations & value chain

At our sites, we manage the waste generated from the manufacture of our OTC pharmaceuticals and PCPs. 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.
- 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 extended producer responsibility 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 Pharmaceuticals in the Environment Task Force, which created the [Eco-Pharmaco-Stewardship framework](#) to address PCPs in the environment.



**Maintain
healthy
practice**

Product quality & 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 Kenvue, and our aim is to meet the expectations of our customers and consumers. By focusing on quality and safety throughout a product's lifecycle, from the early stages of research and development (R&D) to the product's end of life, we strive to meet our responsibility to both people and our planet.



Global management approach

Our safety and quality commitment is consistent with our Values—and is supported by our CEO 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 & 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, and product vigilance. We clearly define roles and responsibilities and invest in the continuous professional development of our employees and regular training in processes and procedures so that everyone is committed to keeping one another safe and healthy. That's how we earn trust with science: by emphasizing continuous improvement of our systems and processes, investments in new technologies, and the qualifications of our people.

Quality Management System principles

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

Our QMS principles 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, including ISO 9001, along with a set of supporting standards on quality management.

Kenvue Global Safety & 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 our team members safe and healthy.

Our EHS 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 ensures 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 & safety governance

Oversight for product quality and safety is held by cross-functional governance and advisory bodies who 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 lifecycle.

- **The 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 Company's restricted substances list.
- **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.
- **The 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 the product issue and applicable regulation(s).
- **Regulatory Governance:** Regulatory Governance is responsible for ensuring that our products meet global, regional, and local regulations and labeling requirements.



Training

We take pride in developing, making, manufacturing, storing, and distributing products in line with international quality and safety standards. We have safety and quality onboarding training in place for appropriate Kenvuers and contractors, depending on their role. We use standardized qualification and training programs for sites and employees covered by the QMS, including those responsible for product vigilance, and 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 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 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 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 employee training.

Product quality & safety throughout the product lifecycle



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 screen 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 & 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. Each ingredient is assessed for its potential short-term or long-term effects for the safety of our consumers and the environment. 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 & testing

The clinical evaluation and testing stages are designed depending 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. If 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 53). Clinical safety testing assesses a product for efficacy and tolerance and

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 policy 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 Restricted Substances List (RSL). The RSL acts as a global safeguard, sometimes going above and beyond local regulatory requirements, to ensure we are responsibly selecting the ingredients, materials, and packaging components in our products.

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 preclinical 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 for use by consumers 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 marketplace, 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.

7. End of life

We promote safe disposal of our products and continue to support industry efforts to better understand and minimize the impact of ingredients in the environment (see page 47).

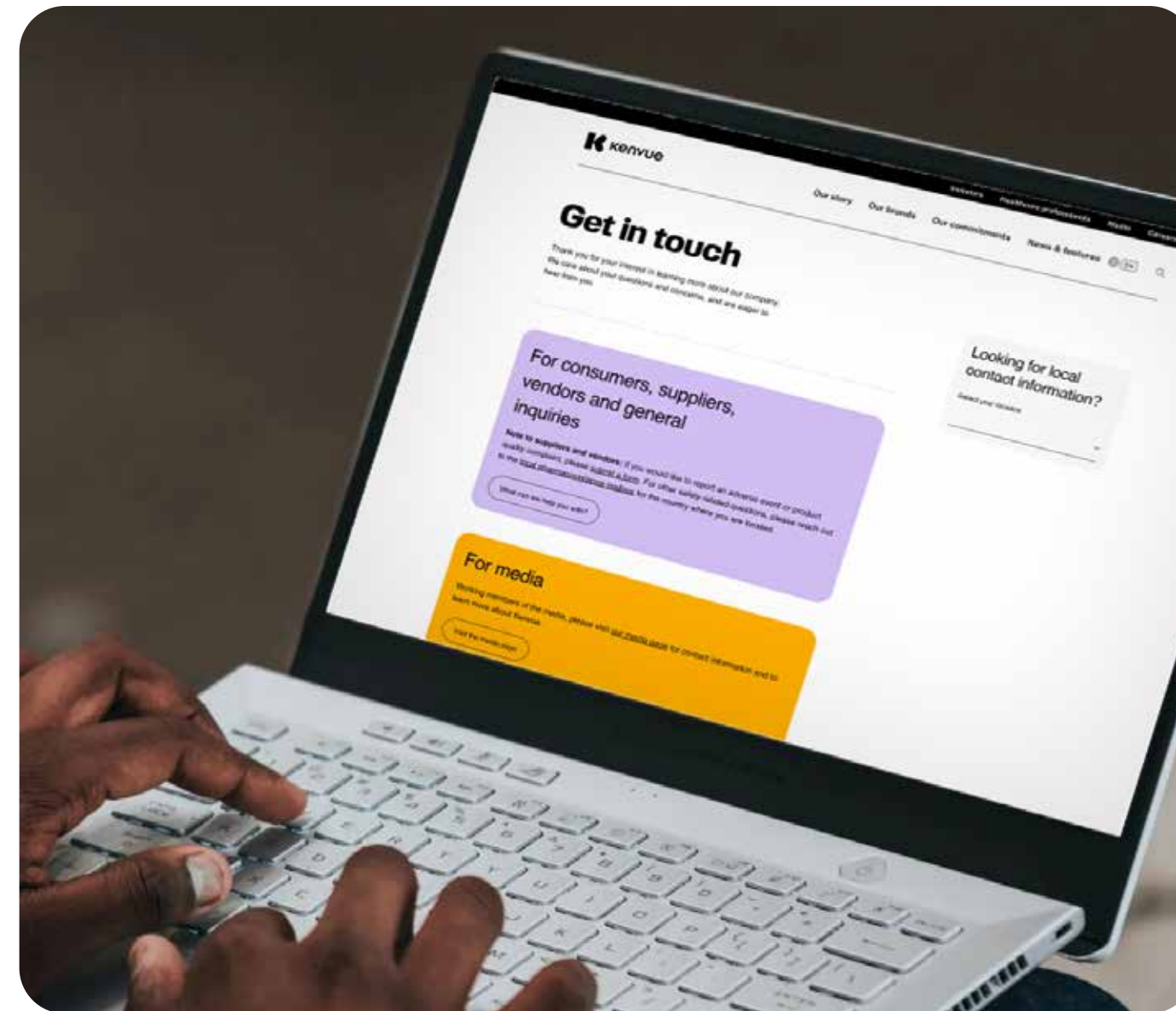
Consumer engagement

Once a product is in the hands of our consumers, we continue to monitor its efficacy, safety, and quality through multiple feedback loops, 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 concerning 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.

Kenvue’s 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 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 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 quality governance process 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 by national laws and regulations. We apply these standards to all our clinical studies globally, including those conducted by us, external contract research organizations, or external clinical investigators.

Data transparency

We believe transparency of clinical trial data helps advance science and medicine and is in the best interest of the patients and consumers who use our products and the healthcare professionals who recommend them. We appreciate and acknowledge that study participants (patients/subjects, investigators, and sites) who agree to participate in our clinical investigations are critical partners in advancing medical knowledge. We are dedicated to protecting the commitments we have made with them, including patient privacy.

We support the overall principles of greater clinical trial data transparency and aim to advance medical science for the benefit of all through our 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 (CTIS) registry, and with the European Database on Medical Devices (EUDAMED), in accordance with specified requirements, format, and timeframes 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 access to physicians and researchers to de-identified clinical trial data that will advance medical knowledge and public health. Our work with YODA exemplifies our Company’s continued commitment to science, medicine, and public health by creating a standardized independent, transparent, and reproducible process for sharing our clinical investigation data. For details regarding availability of data and timing for sharing, please visit the YODA Project [website](#).

Position on animal testing

At Kenvue, we believe that cosmetic products can be assessed for safety and efficacy without compromising animal welfare. Non-animal testing methods such as in vitro—tests performed on cells or tissue outside of a living organism—and computer modeling, such as in silico testing, are important technologies that can replace animal models. We continue to promote non-animal testing alternatives and support efforts to eliminate the testing of cosmetic products or ingredients on animals globally, including through appropriate legislative bans.

Some countries still require animal testing to meet their legal requirements. Situations in which Kenvue, by exception, will consider whether or not to conduct such testing include when it is legally mandated or for data needed to address a specific safety concern that

cannot be addressed with alternative methods. When animal testing is required, we work with reputable third parties that adhere to strict animal welfare standards on care, welfare, and treatment. For more information, please visit [our website](#).

Counterfeits

At Kenvue, our Global Brand Protection team works to safeguard against the risks of counterfeit, 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.

Partnering to advance alternative models

In 2024 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 (ICCS), the Animal-Free Safety Assessment (AFSA), Industry Council for the Advancement of Regulatory Acceptance of Alternatives (ICARAA), and the Institute for In Vitro Sciences (IIVS). Kenvue has also participated directly with health authorities in the use of NAMs, for example, with China National Medical Products Administration (NMPA) on guidelines for the safety evaluation of cosmetic ingredients, which resulted in a joint authored publication on Technical Guidance on the Application of Read-across (Read-Across) Method.



Sustainable product innovation

Innovation is at the heart of our commitment to enabling a healthier future, one that prioritizes both human health and well-being, as well as environmental responsibility. At Kenvue, we are advancing sustainable product innovation by integrating leading-edge science with responsible design, so that our products meet the highest standards of safety, efficacy, and sustainability. From reducing our environmental footprint through smarter packaging and ingredient choices to exploring new ways to enhance product circularity, we are working to create meaningful change. By continuously evolving our product formulations, packaging, and manufacturing processes, we are creating innovative solutions that not only help improve lives today and deliver everyday care but also help protect the planet for future generations.

Global management approach

At Kenvue we are working to advance the environmental performance of our products using circular design principles and science-based lifecycle assessments. These principles and tools help us measure the environmental impacts and tradeoffs associated with the product design choices that we make across our global value chain and throughout the product lifecycle.

To drive performance toward our goals and commitments, we seek to source more sustainable ingredients and packaging materials that deliver product efficacy and performance and deliver a superior consumer experience, while also reducing environmental impact. Our commitment to more sustainable product innovation covers both new products and improvements to existing products and 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 practice goals & commitments

Sustainable product innovation

75% of new product development,²⁵ using scientific principles,²⁶ will have an improved environmental performance²⁷ by 2030¹⁵



Sustainable Innovation Profiler

In 2024, we piloted our Sustainable Innovation Profiler, a patent-pending product sustainability assessment tool, which helps us measure product performance for social and environmental factors in service of our commitment to sustainable innovation. The tool is embedded in our Human-Centered Innovation process and is used by our R&D scientists to assess the environmental performance of product prototypes during design against four principles:

- **Product environmental footprint:** Measures total environmental impact over a product’s lifecycle, including water, land, and resource use (fossil fuels and minerals), eutrophication (marine and freshwater), ecotoxicity (freshwater), and other impacts.
- **Product carbon footprint:** Measures total greenhouse gas emissions of a product throughout its lifecycle.
- **Green chemistry:** Promotes the use of ingredients with better environmental profiles, including improved biodegradability and ingredient resiliency.
- **Packaging circularity:** Promotes the design of recyclable packaging with reduced use of virgin plastic.

The scores for these four metrics are compared to the scores for the current or baseline archetype product to help identify areas of “improved environmental performance.” Building the Sustainable Innovation Profiler into our innovation process:

- Enables us to identify hotspots of environmental impact across 16 different categories and across the product’s lifecycle.
- 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.

Highlights on progress 2024

Sustainable product innovation

75% of new product development,²⁵ using scientific principles,²⁶ will have an improved environmental performance²⁷ by 2030¹⁵

Integrated sustainable innovation into product development process, delivered e-learning module to more than 600 R&D product developers. Assessed more than 20 products using the sustainable innovation profiler, identifying hotspots for innovation territories and roadmaps for key products.

- Implements 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.
- Flags ingredients on our internal watch list, which we are monitoring (see Product transparency, page 57).
- Grounds our approach in the European Commission’s Product Environmental Footprint (PEF) approach for a full lifecycle assessment (see Product transparency, page 57).

The Sustainable Innovation Profiler democratizes environmental data and enables our global R&D teams, product formulators, and packaging engineers to adjust their design choices in real time to adopt materials with a lower environmental impact. Additionally, the Sustainable Innovation Profiler functionality allows for updates to underlying environmental data (e.g., supplier-specific carbon emission factors) to be incorporated as they become available.

Innovation highlights

Among the many products that we assessed in our Sustainable Innovation Profiler pilots in 2024, two stood out for their improvements in environmental performance following innovative design changes:

OGX® Argan Oil of Morocco Shampoo

Following the redesign in 2024 of its conditioner/shampoo bottles,⁴⁰ OGX® gained improvements across all four sustainable innovation metrics:

- Reduced product environmental footprint by 15% through both new surfactant system and reduction of silicones and polymers.
- Reduced total carbon footprint by 16%, led primarily by the new surfactant system and the post-consumer recycled (PCR) high-density polyethylene (HDPE) bottle.
- Improved the shampoo’s green chemistry score by 11 points as a result of removing the more persistent chemistries (silicones and polymers).
- Improved its packaging circularity score by 30 points out of 50, by adopting fully recyclable and 100% PCR HDPE bottle.

Nicorette® Lozenge Icy Mint 2mg (80 counts)

Nicorette® redesigned the primary packaging for its lozenge range in 2024. The primary plastic packaging was replaced with polyethylene terephthalate (PET)-coated cardboard, which maintains moisture barrier properties and is ISO certified for child resistance and adult-user friendliness. The new design was tested with consumers and resulted in a 171-ton reduction in virgin plastic and a 17% reduction in the product’s total carbon footprint, compared to the previous version.



Sustainable design & development

At Kenvue, we believe that intentional design empowers sustainable product innovation. Our Sustainable Innovation Profiler helps product developers make informed design choices to improve product environmental performance. In addition to the Profiler, 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, etc. (see Product transparency, page 57).

Collaborating in industry programs, such as the EcoBeautyScore Association, that aim to advance product sustainability and standardize measurement (see Product transparency, page 57).

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 showcase best practice for Kenvuers.

Sustainable ingredient strategy

Our ingredients and their selection present a compelling opportunity to improve environmental performance through science-based sustainable product innovation. Major advances in environmental science, agronomy, biotechnology, and green chemistry have unlocked the potential of renewable natural raw materials and ingredients of natural origins in order to be effective in product formulations, while often having a lower environmental impact than fossil-fuel-derived ingredients.

We believe a more sustainable ingredient is one that is designed, produced, and used in ways that minimize negative environmental and human health impacts throughout its lifecycle. This includes chemicals derived from renewable or 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. Finally, sustainable ingredients must be compliant with regulations and offer brands an opportunity to innovate and differentiate themselves with how they show up as essential solutions for everyday care.

The identification and selection of sustainable ingredients is anchored in three key pillars:

1. **Intentional design:** Ingredients that can be easily adopted for use in our products (e.g., through accessible guidance and training to address product formulation, cost assessment, or viable trade-offs). In addition, having supplier-specific emissions data is essential for making informed decisions that enhance sustainability and reduce overall environmental impact.
2. **Sustainable solutions:** Ingredients that deliver a lower carbon footprint (e.g., through the use of renewable feedstocks or through less energy used to produce).
3. **Green chemistry:** Ingredients that are biodegradable, do not persist in the environment after use, and have low toxicity with minimal risk to ecosystems.

In 2024, we mapped our top carbon-intensive raw material categories and identified the top 40 chemical ingredients with the highest carbon emissions. For those chemicals, we reviewed production processes along their supply chain and highlighted those that generate significant carbon emissions. These hotspots are associated with either the production of the substance itself, or processes upstream in the substance’s value chain. Based on the nature of the hotspot, chemicals were further grouped into three broad categories: crop-based, fossil-based, and those with high energy demand.

Finally, based on these findings, we initiated the development of strategies to decarbonize the top carbon-intensive ingredients used in our product formulations via new innovation and supplier partnerships. Working closely with our raw material suppliers, many of which are also working to decarbonize their value chains, we will look

to continue to identify low-carbon-intensive ingredient alternatives, also known as “drop ins,” and substitutes to further decarbonize our value chains.

Supplier partnerships drive shared accountability

As part of our commitment to sustainability, we collaborate with our strategic suppliers to develop a collection and verification framework for supplier-specific emissions data. This framework establishes standardized methodologies for measuring and reporting emissions and helps ensure accuracy and transparency across our supply chain. We are currently implementing this framework into our business-as-usual practices, which involves integrating the emissions data into our decision-making processes and product development strategies. By doing so, we aim to foster a culture of accountability and continuous improvement, ultimately leading to more sustainable product offerings while strengthening our relationships with suppliers.



Product transparency

At Kenvue, we believe trust is built on transparency. Consumers today seek not only effective consumer health solutions but also clear, accessible information about the products they use every day. That’s why we are committed to providing details about our ingredients, formulations, and the science behind them, empowering consumers to make informed choices for their well-being. This in turn enhances trust in our brands and products.

Having easy access to information about product ingredients—including in personal care products and OTC medicines—as well as their packaging materials, is a priority for many consumers in their purchasing decisions.

Global management approach

We seek to provide easy-to-understand, and accessible information about Kenvue and our brands’ products. In addition to listing the ingredients we use, 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

We maintain an internal Ingredient and Materials Policy and Restricted Substances List which help us carefully select ingredients, materials, and product packaging components with the aim of making decisions that are suitable for consumers and the planet. We also continuously monitor emerging science, regulations, sustainability trends, and public sentiment to identify potential issues or risks that can inform our materials selection.

EcoBeautyScore Association

Kenvue is 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 considers 16 environmental and health impacts across the lifecycle of a product. The aggregated product score of these impacts helps consumers compare products within a category. At launch, the EcoBeautyScore will initially focus on four product categories (facial moisturizers and treatments, body cleansers, shampoos, and hair treatments) with the intention to expand to other product categories after 2025. Kenvue has been a member of the initiative since 2021 and has helped contribute to the design and development of the methodology.

In 2024, EcoBeautyScore released its product environmental footprinting and scoring methodology for public consultation, with nonprofits, scientists, public authorities, consumers, and associations providing input. Similar to the Kenvue Sustainability Innovation Profiler (see Sustainable product innovation, page 54), the methodology is grounded in the European Commission’s PEF principles methodology and tailored for the unique characteristics of cosmetic products.

By integrating the EcoBeautyScore scoring system into our product development process, Kenvue aims to enhance the environmental performance of our products and promote a culture of eco-design within the cosmetics sector. We believe that this collaborative effort will improve consumer awareness and drive innovation and sustainability across the industry. The initiative supports our commitment to our Healthy Lives Mission and transparency, ensuring that our products meet the evolving needs of our consumers and the planet.

When EcoBeautyScore launches later in 2025, we plan to include a number of in scope products. Our objective is to test and learn in a limited number of markets before activating elsewhere in Europe.



Healthy practice goals & commitments

Product transparency

Provide greater product transparency, beginning with our ingredients



Highlights on progress 2024

Product transparency

Provide greater product transparency, beginning with our ingredients

EcoBeautyScore (EBS) Association was established under Belgian law in late 2024. Kenvue supported public launch of EBS tool in March 2025 to members and non-members. Collated data and generated EBS scores for all in scope Kenvue products (~1,500 SKUs).



2D barcodes

In preparation for EU regulations that rely on 2D barcodes, and in anticipation that the retail sector will shift from GS1 to 2D barcodes in the coming years, Kenvue is embracing the technology, which consumers broadly adopted during Covid. The new 2D barcodes enable multiple business strategies and use cases including:

- **Consumer engagement:** Promotions and loyalty programs, up-to-date product information, e-commerce integration, consumer product experience feedback, and engagement key performance indicators (KPIs) (conversions, website visits, etc.).
- **Supply chain efficiencies:** Process and data integration across trading partners and enhanced inventory accuracy.
- **Sustainability information:** Package recycling information and product transparency information (claims, certifications, etc.).
- **Product safety:** Product diversion visibility, consumer alerts for recalls, and prevention of sales of expired products.
- **Improved packaging:** Single barcode to enhance consumer experience through simplified product information on the package (using additional web content).

Our brands are developing digital platforms and 2D technologies to expand the type and amount of product information they provide to consumers. In 2024, we also laid the groundwork to pilot the use of QR codes across multiple brands in 2025, given its many marketing benefits.

Sustainability claims

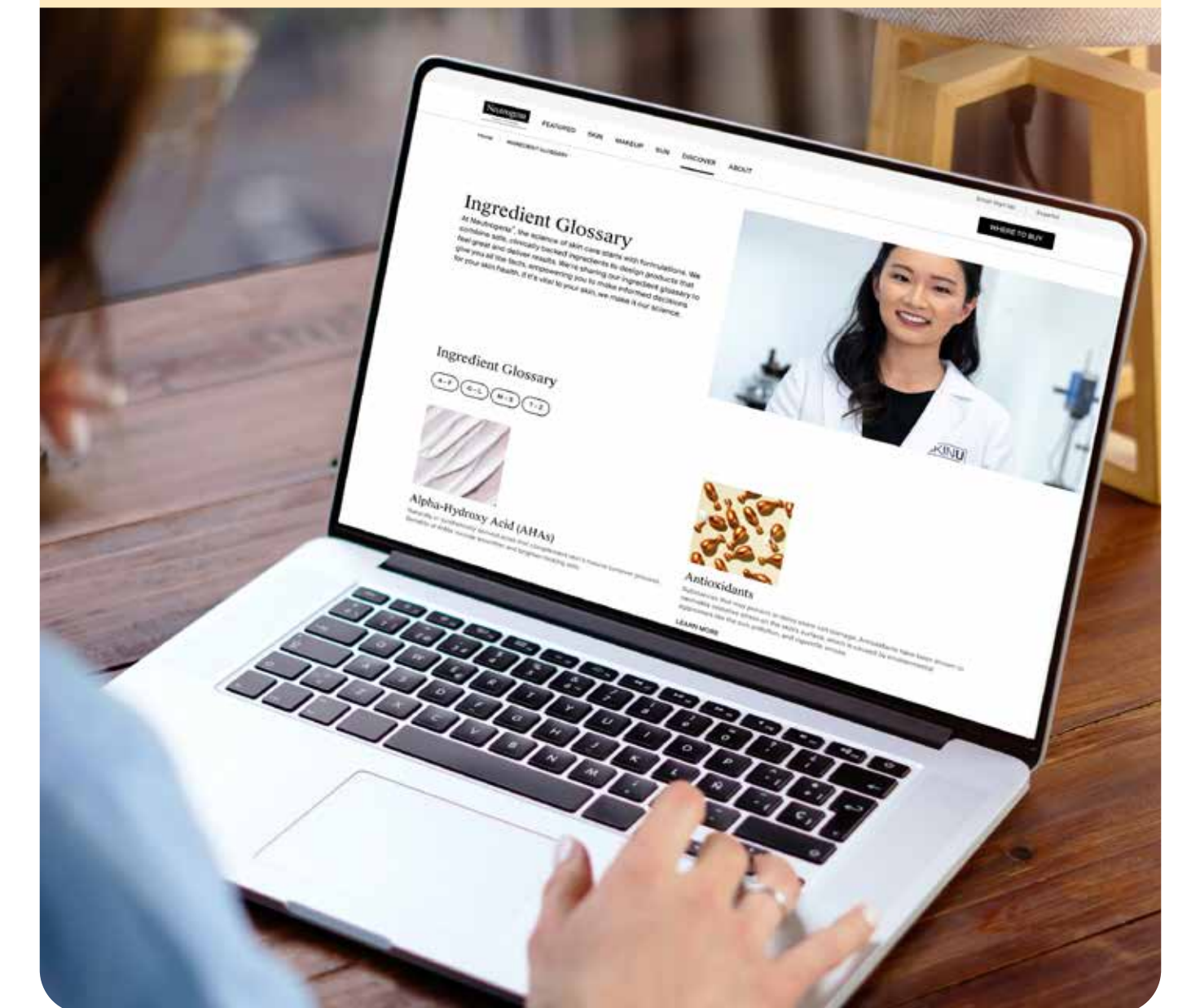
Transparency and credibility are essential in building consumer trust, and we are committed to making clear, science-backed, and verifiable claims about Kenvue products. Whether reducing our environmental footprint, sourcing more sustainable ingredients, or improving packaging sustainability, every claim we make is rooted in rigorous data and aligned with global standards. By ensuring our sustainability

claims are both meaningful and measurable, we empower consumers to make informed choices with confidence.

Our sustainability team provides guidance to our marketing teams on what needs to be technically and scientifically true for brands to make sustainability claims and the type of substantiation required for each sustainability claim. We are also developing an e-learning to add to our learning library, which will be available to all Kenvuers.

Ingredient 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®](#) and [Zarbee's®](#).



Human rights

At Kenvue, we believe that protecting human rights is fundamental to our mission of supporting healthier lives. Guided by the United Nations Guiding Principles on Business and Human Rights (UNGP), 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 UNGP.
- 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 Kenvue’s commitment to respecting and promoting human rights across our value chain and business operations 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 Modern Slavery Statement](#) is aligned with modern slavery disclosure regulations in 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. Each year we update the statement to reflect the Company’s activities in the prior year as per the applicable regulatory requirements.

Supplier Code of Conduct

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

Inspired by our Healthy Lives Mission and underpinned by international standards, the [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, to encourage those partnerships to cascade our expectations to their suppliers, and to make reasonable efforts to disclose information to Kenvue, where relevant.

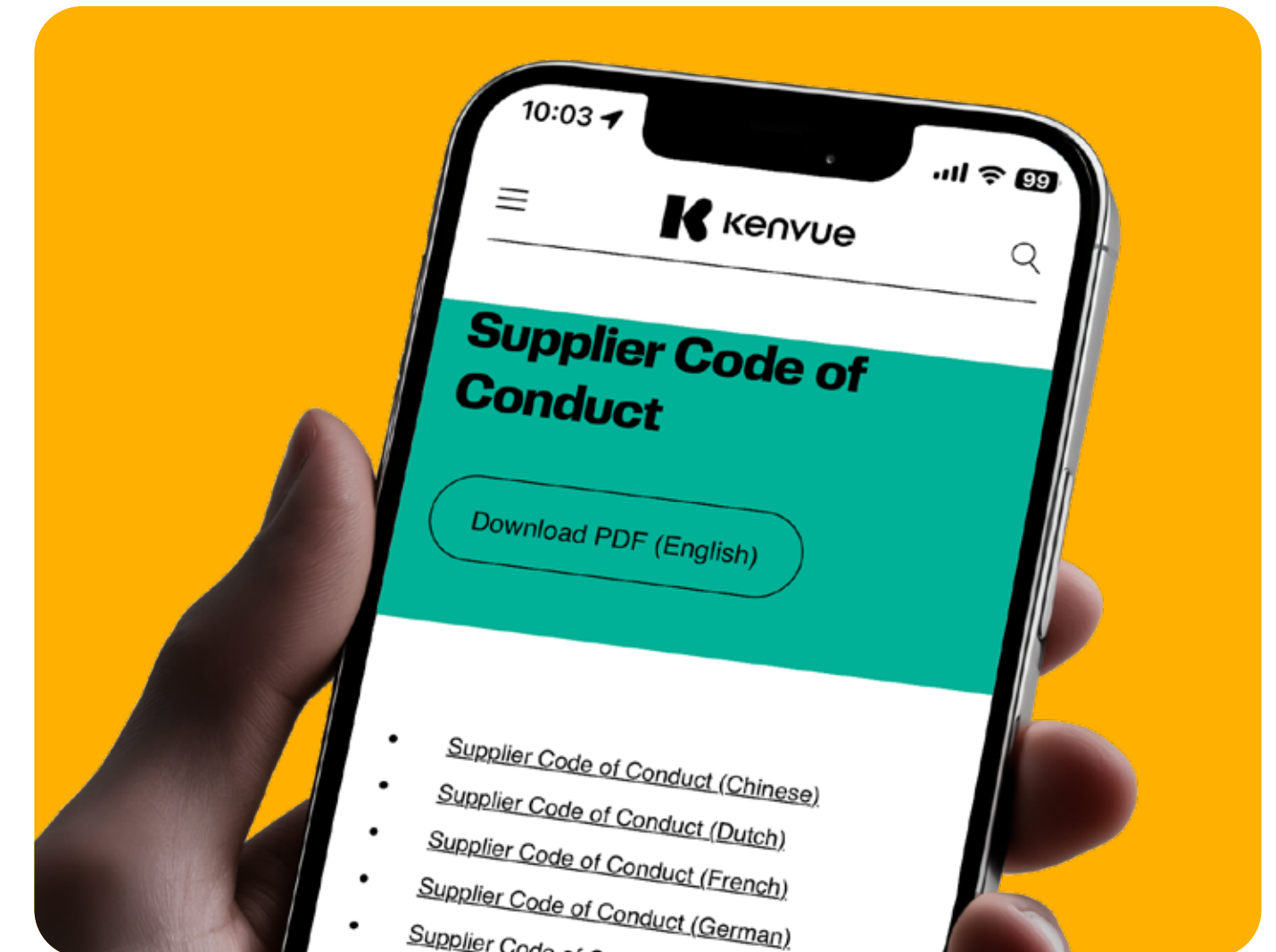
We monitor and audit our suppliers for compliance with our SCOC, and in support of international standards, we also ask suppliers to share relevant data with us, including on supply chain transparency, for example. Through direct engagement with our suppliers, we have greater visibility into our supply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

Progress through collaboration

Working with trade associations and industry coalitions, we believe we can promote human rights and encourage our suppliers and other business partners to meet internationally recognized human rights standards.

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 UNGP. 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 fast-moving 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.



Human rights impact assessment

In 2024, Kenvue conducted its first human rights impact assessment (HRIA) with the aim of identifying the potential and actual adverse impacts of our operations on human rights, aiming to identify, prevent, mitigate, and remediate any negative effects on individuals and communities. Companies must conduct an HRIA to meet the UNGP’s expectation that businesses know and show that they do not infringe on human rights through operations or business relationships. Kenvue’s HRIA sought to identify the potential human rights impacts across our value chain including upstream, owned operations and downstream impacts.

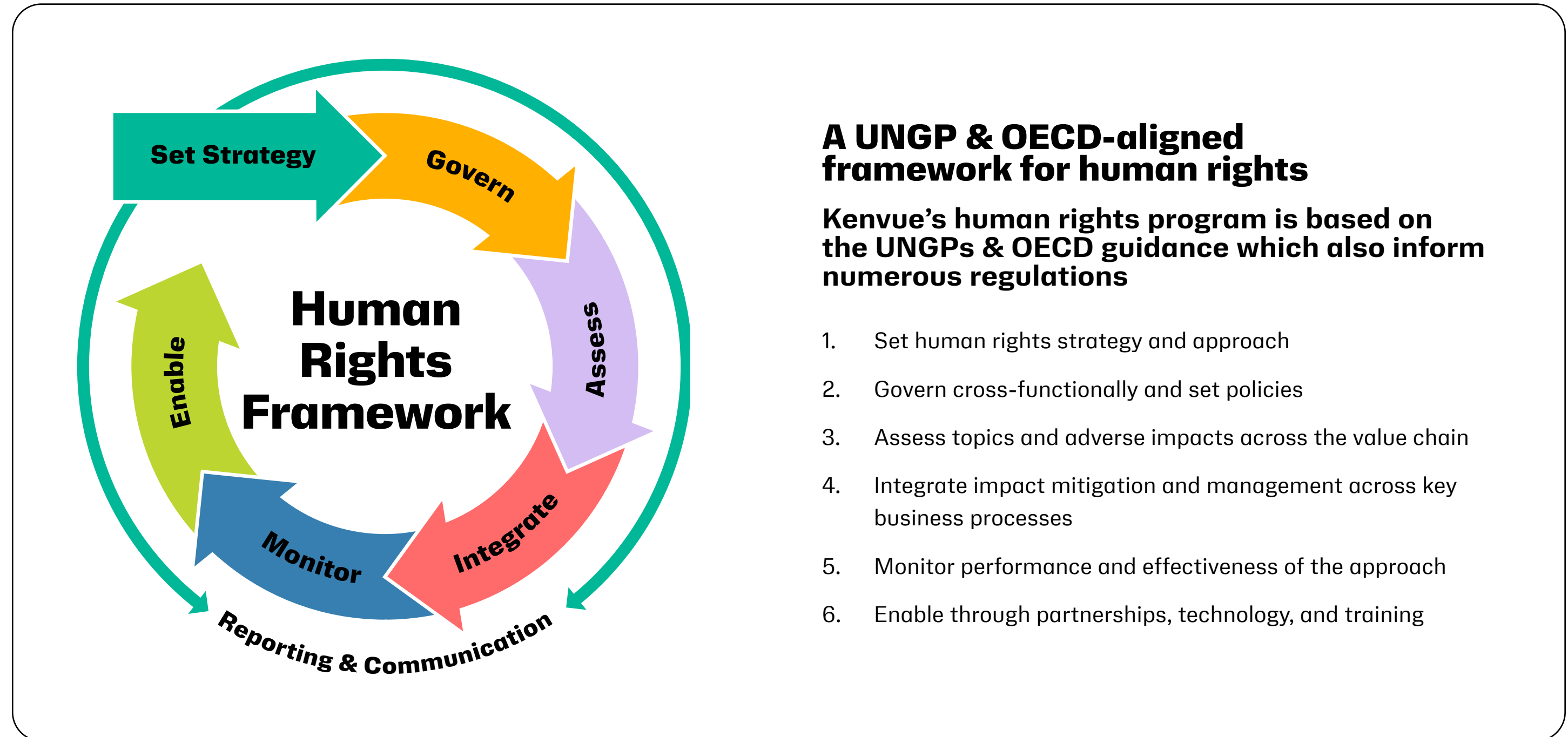
Salient topics

The assessment identified a preliminary list of seven human rights topics that are salient to our business. The identification of these topics was informed by numerous sources, including peer benchmarking, media scans, value chain hotspot assessments, and engagement with more than 40 internal and external stakeholders. In addition, we used a UNGP-aligned methodology that scores human rights issues based on their severity and the likelihood of an abuse occurring. Kenvue has incorporated these topics into our integrated risk management framework, delegating responsibility to appropriate risk owners within the Company.

We’ve also established an human rights due diligence (HRDD) framework aligned with the UNGP and Guidelines for Multinational Enterprises from the Organization of Economic Co-operation and Development (OECD). The new framework recognizes that HRDD is an ongoing, iterative, and collaborative process that requires strong collaboration with rightsholders and third parties.

Governance

As a requirement of our HRDD and to formalize governance and oversight for human rights, we established a cross-functional Human Rights Advisory Council composed of representatives from various functions, including legal and compliance, procurement, human



A UNGP & OECD-aligned framework for human rights

Kenvue’s human rights program is based on the UNGPs & OECD guidance which also inform numerous regulations

1. Set human rights strategy and approach
2. Govern cross-functionally and set policies
3. Assess topics and adverse impacts across the value chain
4. Integrate impact mitigation and management across key business processes
5. Monitor performance and effectiveness of the approach
6. Enable through partnerships, technology, and training

resources, sustainability, integrated risk management, global corporate affairs, the commercial business, internal audit, and finance. This committee meets at a minimum of three times per year to provide guidance and leadership to Kenvue on our human rights strategy and activities. The Committee will be 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 will be provided to Kenvue leadership and the Board of Directors as part of the Board’s sustainability oversight responsibilities (see page 10 for more details).

Salient human rights topics at Kenvue

- 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

Next steps

We plan to continue to implement the recommendations from our HRIA in 2025 and beyond, aligned with requirements of the EU Corporate Sustainability Due Diligence Directive focusing on:

- Formalizing a strategic action plan to manage our salient human rights topics.
- Improving visibility into potential human rights risks in our supply chain and updating our ongoing supplier assessment process.
- Standardizing human rights criteria as part of our procurement process.
- Formalizing a process for escalation of human rights impacts.
- Leveraging existing collaborations and organizational memberships to improve grievance and remedy processes (see page 63 for more on the Kenvue Integrity Line; and page 45 for more on shared grievance mechanisms within our palm supply chain).
- Refining formal documentation of the Company’s grievance mechanisms and remedy process to prepare for current and future human rights regulations.
- Defining human rights KPIs and metrics.
- Updating and maintaining the Company’s position on human rights to reflect our evolving strategy.

We are also developing more detailed 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.



Supplier risk assessments, audits & compliance

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

We conduct two types of supplier audits: environmental, health, and safety (EHS) audits, and social audits. Suppliers are identified for audits during our due diligence process and based on an overall risk assessment that incorporates scores from environmental, social, and governance (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 select high-risk suppliers—identified through due diligence—we conduct audits using the Pharmaceutical Supply Chain Initiative (PSCI) Audit

Report Template. In 2024, we conducted 60 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.

- **Social audits:** The Company engages an accredited external firm to conduct ESG 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.

If, during either audit type, we identify nonconformances with our SCOC, we communicate those findings and share our expectations with the audited supplier that they 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.

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

We recognize that to create impact at scale, we must continue to engage with our suppliers and support industry efforts to improve transparency and share best practices. In addition, we participate in industry forums and workshops on supply chain issues, such as BSR’s Human Rights Working Group, AIM-Progress, and the PSCI Human Rights Working Group that aim to advance supply chain sustainability, human rights, and transparency by addressing systemic issues that no single company can solve alone.

Ethics & 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.

Employee Code of Conduct

The Kenvue Code of Conduct (the Code) is the foundation that guides our people 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 2024, 96% of nonmanufacturing team members completed the Code of Conduct training.



Kenvue offices

Speak Up policy

Kenvue encourages open and candid discussions and provides all team members 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 to 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, 7 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 & Compliance, Human Resources and Global Audit & 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 & 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. We ensure oversight and governance of tax matters 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.

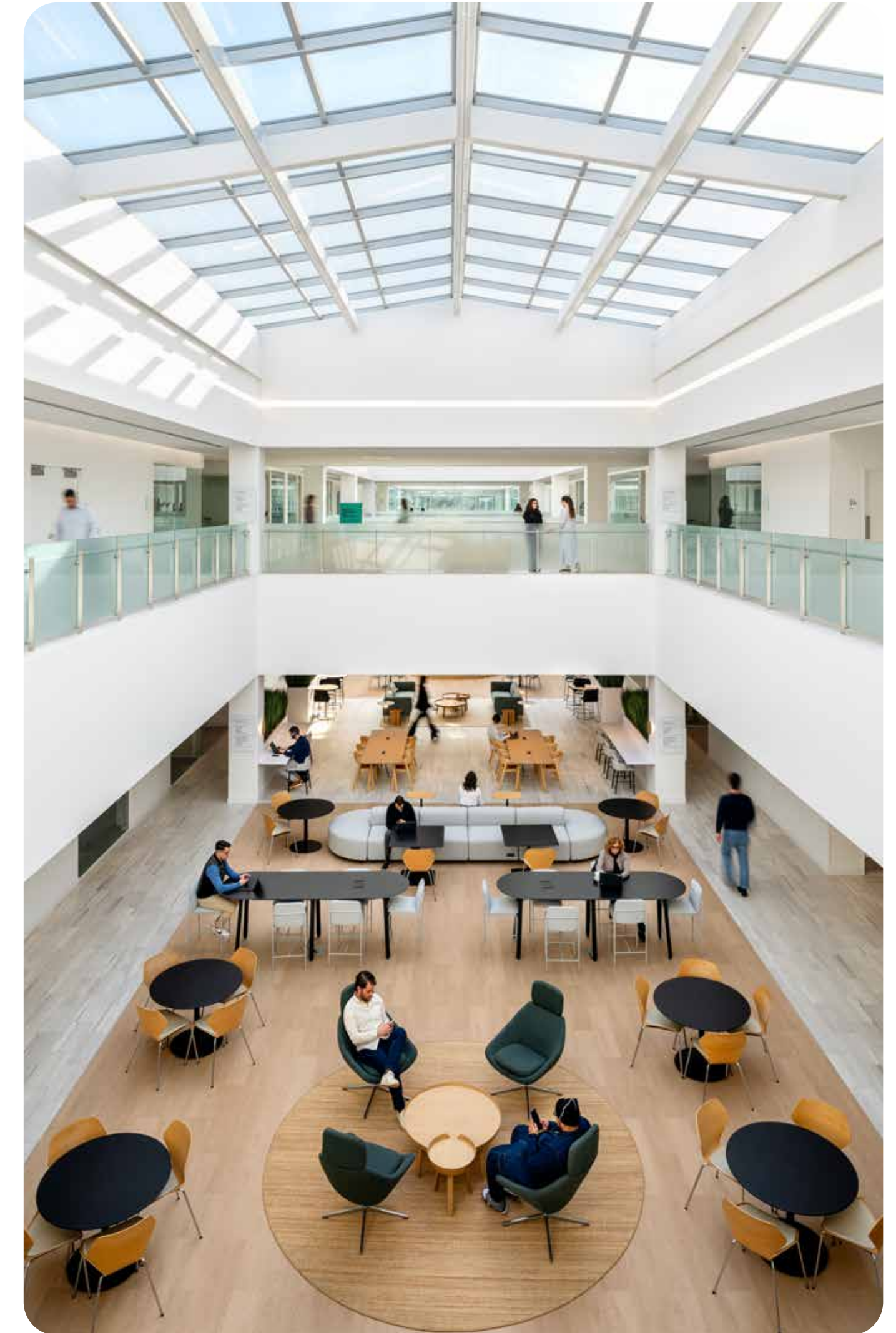
Tax planning & risk

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 & 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 timely 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.

For more information on our tax position, including our effective tax rate for 2024, please see our [Form 10-K](#) filing.



Kenvue offices

Responsible marketing

At Kenvue, 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 General Data Protection Regulation (GDPR), and other global standards. 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 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 of engaging with consumers across social media and digital platforms. We work 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 health 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 self-regulatory industry standards, including those set by the International Chamber of Commerce (ICC), World Federation of Advertisers (WFA), 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.



Document endnotes

- ¹ 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.
- ² 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. 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.
- ³ Kenvue-owned facilities used for manufacturing, where Kenvue has operational control.
- ⁴ Results for the fiscal twelve months ended December 29, 2024, as reported in Kenvue’s Annual Report on Form 10-K released on February 24, 2025.
- ⁵ 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.
- ⁶ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.
- ⁷ The target boundary includes land-related emissions and removals from bioenergy feedstocks.
- ⁸ The inventory was compiled in accordance with the World Resources Institute (WRI)/World Business Council for Sustainable Development (WBCSD) (GHG) Protocol – A Corporate Accounting and Reporting Standard (Revised Edition 2013) including the amendment to this protocol, GHG Protocol Scope 2 Guidance (2015).
- ⁹ 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.
- ¹⁰ Certification schemes accepted by Kenvue include FSC® or PEFC chain of custody standard, only when FSC® is not available.
- ¹¹ 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.
- ¹² Renewable energy source is 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.
- ¹³ Inventory and reporting are aligned with RE100 technical criteria and supplemented by CDP.

- ¹⁴ All Kenvuers irrespective of gender, race, ethnicity or any other characteristic protected by law.
- ¹⁵ We aim to meet the goal by end of fiscal year and publish the year after.
- ¹⁶ According to SBTi Net-Zero Standard, long-term targets must have a target year of 2050 or sooner.
- ¹⁷ 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 U.S. Note: "Designed for recycling," "designed for recyclability," and "recycle ready" are also used interchangeably and reflect the same meaning. Recyclability % was assessed using Ellen MacArthur Foundation recycling rate guidelines and Consumer Goods Forum golden design rules guidelines. For pure buy, data assumptions were made on recyclability at brand level.
- ¹⁸ 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.
- ¹⁹ Packaging for direct purchase may not include all externally manufactured products. Total weight of plastics packaging is calculated utilizing 2025 Business Plan volume and is not trued up to actual sales. Manual adjustments of <10% were made to 2025 Business Plan volume based on SME judgment to remove materials not assumed to contain plastics.
- ²⁰ Low-risk source is defined as material that is either 1) Forest Stewardship Council (FSC®) or Programme for the Endorsement of Forest Certification (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.
- ²¹ Volumes include direct purchases of cartons, corrugates and leaflets. Volumes do not include the packaging materials sourced in some externally manufactured products.
- ²² Includes palm oil-based ingredients directly procured by Kenvue; does not include palm oil-based ingredients in some externally manufactured products. Total weight of palm oil-based ingredients is calculated utilizing 2024 Business Plan volume and is not trued up to actual sales. Palm oil based ingredient volume is calculated using Business Plan 2024 volume as well as data provided by suppliers, internal subject matter expertise and conversion factors as defined by RSPO Supply Chain Certification Standard, as needed.
- ²³ Physical supply chain refers to palm oil supply that is sourced from certified plantations under the Mass Balance, Segregated, or Identity Preserved certifications.
- ²⁴ 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.
- ²⁵ New product development includes improvement of existing product or new products in each calendar year.
- ²⁶ Scientific principles are defined across four pillars — carbon footprint, green chemistry, sustainable packaging and product environmental footprint.
- ²⁷ 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).
- ²⁸ Employees in Belgium, Denmark, Finland, France, Netherlands, Norway, Russia, South Korea,

Sweden, Germany & Ukraine are not eligible to access the Kenvue Well-being Portal; refer to local well-being reimbursement programs and policies.

- ²⁹ The following countries have been temporarily suspended: Austria, Czech Republic, Greece, Hungary, Ireland, Italy, Latvia, Poland, Portugal, Romania, Slovakia, Spain, Switzerland, Turkey, United Kingdom, Singapore & China. During the suspension Global Well-being Reimbursement accounts in these countries are being funded quarterly.
- ³⁰ C1 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. 2022 and 2023 emissions were calculated using the US EPA’s Supply Chain Greenhouse Gas Emissions Factors v1.2 NAICS-6. 2024 emissions were calculated using the US EPA’s Supply Chain Greenhouse Gas Emissions Factors v1.3 NAICS-6. 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.
- ³¹ C4 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.
- ³² The information provided herein comes from supplier data. While we strive to ensure the accuracy and completeness of this data, we recognize there may be limitations to both. Validation of certification and recycling status was conducted by Preferred by Nature, an external third party, according to Kenvue’s methodology.
- ³³ Paper/Wood Fiber certified by the Forest Stewardship Council (FSC®) supporting responsible forestry.
- ³⁴ Paper/Wood Fiber certified by the Programme of the Endorsement of Forest Certification (PEFC), including the Sustainable Forestry Initiative (SFI), supporting sustainably managed forests.
- ³⁵ For some of the volumes included herein, insufficient evidence was available to confirm their certified or verified recycled status. Therefore, they are assumed to be non-certified, virgin.
- ³⁶ Source: [USA Foreign Agricultural Service - Palm Oil 2025 Word Production](#)
- ³⁷ Identity preserved is from a single identifiable certified source that is kept separately from ordinary palm oil throughout the supply chain.
- ³⁸ Segregated is from different certified sources that is kept separate from ordinary palm oil throughout the supply chain.
- ³⁹ Mass balance is from certified sources that are mixed with ordinary palm oil throughout the supply chain.
- ⁴⁰ Limited third-party assurance of the methodology was conducted for the total product carbon footprint reductions (gCO₂e) as compared to the previous version of the product, excluding the consumer use phase (%).




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 29, 2024, 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.



Alignment with UN Sustainable Development Goals

Kenvue recognizes the importance of the United Nations 2030 Agenda for Sustainable Development and the UN Sustainable Development Goals (SDGs) which require broad participation and the leadership of government, civil society and business to address the most significant and urgent challenges facing our world. Kenvue has sustainability priorities and strategies that are aligned with several of the UN SDGs as highlighted below.

<h3>Nurture healthy people </h3> <p>Inclusion</p> <div data-bbox="436 784 892 915"> </div> <p>Workforce health, safety & well-being</p> <div data-bbox="436 1033 569 1164"> </div> <p>Public health</p> <div data-bbox="436 1283 892 1414"> </div>	<h3>Enrich a healthy planet </h3> <p>Climate change</p> <div data-bbox="1412 784 1869 915"> </div> <p>Plastics</p> <div data-bbox="1412 1033 1869 1164"> </div> <p>Biodiversity, land & forests</p> <div data-bbox="1412 1283 1702 1414"> </div>	<h3>Maintain healthy practice </h3> <p>Sustainable product innovation</p> <div data-bbox="2389 784 2845 915"> </div> <p>Product transparency</p> <div data-bbox="2389 1033 2522 1164"> </div> <p>Human rights</p> <div data-bbox="2389 1283 3012 1414"> </div>
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Our partnerships and collaborations with third parties enable us to build capabilities and advance our Healthy Lives Mission. This includes our trade associations, other membership organizations, our suppliers, customers, nongovernmental organizations/civil society, multi-lateral organizations and other voluntary coalitions.

Healthy people

Figures for Healthy People tables cover our global workforce including manufacturing workers and temporary and seasonal employees for the year ending, December 31, 2024 unless otherwise specified.

Workforce composition

Global workforce ¹	2023	2024*
Total number of employees ²	~22,000	~22,000
Percent of workforce that are manufacturing ³ employees ²	24%	23%
Percent of workforce that are part-time ⁴ employees ²	1%	1%

¹ The data covers our global workforce including manufacturing workers and temporary and seasonal employees.
² 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.
³ 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.
⁴ 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. Non-U.S. employees report following each country's regulations regarding temporary part-time status.
 * In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Total employees ¹ by region	2023	2024*
North America (NA)	25%	25%
Europe, Middle East, and Africa (EMEA)	28%	28%
Latin America (LATAM)	18%	19%
Asia Pacific (APAC)	29%	28%

¹ 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.
 * In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Employee Engagement

Engage survey	2023	2024*
Number of languages available	17	20
Number of countries administered	59	58
Response rate (among all active employees) ¹	92%	94%
Engagement Score ²	81%	86%
Inclusion Index Score ³	85%	86%

¹ Full-time team members who have been at Kenvue more than 30 days were invited to participate.
² 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. I am willing to give extra effort to help Kenvue meet its goals. 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.
³ 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. 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.
 * In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Learning & development

Number of learning hours per employee	2024
Average hours of developmental learning ¹ per employee ² per year	11.7

¹ Training includes voluntary, developmental learning and excludes compliance training.
² Excludes manufacturing employees. Manufacturing employees are defined as non-supervisory personnel who are engaged in such functions such as production, production maintenance, quality control inspections, materials management distribution, and warehousing.

Workforce health, safety & well-being

Employee safety	2023	2024*
Lost Workday Case Rate ¹	0.12	0.15
Total Recordable Incident Rate ²	0.40	0.45
Number of fatalities — employees ³	0	0
Number of fatalities — contractors	0	0

¹ "Lost days" are calendar days counted beginning the day after an incident has taken place.
² Also known as Total Recordable Incident Rate, TRIR is 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.
³ 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.
 * In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Public health

Humanitarian aid	2023	2024
Value of in-kind contributions ¹	\$31.0M	\$55.2M
Value of cash contributions	\$0.7M	\$1.1M

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.

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.

Climate change

Energy consumption	2020	2021	2022	2023	2024*
Total energy consumption (MWh) ¹	809,290	797,551	786,542	728,469	720,814
Percent of energy from renewable sources ²	18.8%	17.4%	27.3%	39.9%	44.5%
Percent of energy from non-renewable sources ²	81.2%	82.6%	72.7%	60.1%	55.5%

¹ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.

² Renewable and non-renewable energy sources are defined in GRI 302: Energy 2016; a renewable energy source is 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) and a non-renewable 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).

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Purchased energy use by type (MWh)	2020	2021	2022	2023	2024*
Total Kenvue purchased energy ¹	806,901	795,173	784,847	723,138	720,814
Electricity purchased from grid	441,644	427,317	423,230	385,188	385,120
Natural gas	284,951	277,003	266,846	218,704	207,012
Diesel fuel	44,396	51,847	44,461	50,819	39,421
Direct heating/ District cooling	15,528	21,208	19,763	18,520	19,048
Steam	3,068	3,058	5,882	17,556	20,086
Propane	1,513	819	1,829	1,347	1,690
Kerosene	5,129	2,323	4,714	3,899	5,607
Fuel oil	3,686	2,538	4,541	2,415	3,109
Liquefied Petroleum Gas (LPG)	4	2	0	0	0
Co-generation/ Tri-generation	0	0	0	9,815	18,262
Biogas	6,821	7,452	8,414	8,206	8,129
Solar PV	162	1,605	5,165	6,614	13,324
Petrol	0	0	1	53	6

¹ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Renewable electricity	2020		2021		2022		2023		2024*	
	MWh	%	MWh	%	MWh	%	MWh	%	MWh	%
Total Kenvue renewable electricity ^{1,2,3}	130,183	29.3%	109,950	25.5%	186,421	43.3%	263,839	65.2%	293,436	72.0%
North America (NA)	94,861	58.7%	73,930	49.0%	88,165	59.5%	90,610	62.8%	91,710	68.0%
Europe, Middle East, and Africa (EMEA)	35,104	33.8%	33,770	33.3%	912,03	87.2%	75,908	81.1%	76,623	73.0%
Latin America (LATAM)	0	0.0%	337	0.4%	514	0.7%	75,175	100%	74,148	100%
Asia Pacific (APAC)	218	0.2%	1,914	2.0%	65,39	6.6%	22,146	24.2%	50,956	55.0%

¹ Renewable energy sources are 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.

² Inventory and reporting are aligned with RE100 technical criteria and supplemented by CDP.

³ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Scope 1 GHG emissions (MTs CO ₂ e)	2020	2021	2022	2023	2024*
Kenvue Scope 1 GHG emissions ^{1,2,3}	73,841	73,062	71,982	62,919	56,538

¹ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.

² The target boundary includes land-related emissions and removals from bioenergy feedstocks.

³ 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 CO₂e. Scope 1 emissions are defined as from sources that are owned or controlled by Kenvue and occur on-site within its operational boundaries. Fleet emissions are reported as CO₂ and do not include other greenhouse gas emissions.

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Scope 2 GHG emissions (MTs CO ₂ e)	2020	2021	2022	2023	2024*
Kenvue Location-based Scope 2 GHG emissions ^{1,2,3}	158,307	146,693	154,554	146,245	152,261
Kenvue Market-based Scope 2 GHG emissions ^{1,2,3}	136,832	133,505	113,934	93,610	76,262

¹ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.

² The target boundary includes land-related emissions and removals from bioenergy feedstocks.

³ 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 Accounting 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 CO₂e. Scope 1 emissions are defined as from sources that are owned or controlled by Kenvue and occur on-site within its operational boundaries.

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Scope 1 + 2 GHG emissions (MTs CO ₂ e)	2020	2021	2022	2023	2024*
Total Kenvue Scope 1 + 2 Market-based GHG emissions ^{1,2,3}	210,673	206,567	185,916	156,529	132,800
Total annual reduction of Scope 1 + 2 GHG emissions (%) ^{1,2,3}	0%	1.9%	11.8%	25.7%	37.0%

¹ 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 separation from Johnson & Johnson in 2023 and do not include any operational or organizational exclusions.

² The target boundary includes land-related emissions and removals from bioenergy feedstocks.

³ 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 Accounting and Reporting Standard (Revised Edition 2013) including the amendment to this protocol, GHG Protocol Scope 2 Guidance (2015). Fleet emissions are reported as CO₂ and do not include other greenhouse gas emissions.

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Scope 3 GHG emissions, by source (MTs CO ₂ e)	2022	2023	2024*
Total Kenvue Scope 3 GHG emissions ^{1,2,3}	3,652,178	3,410,360	2,766,383
Category 1: Purchased goods and services ⁴	2,644,220	2,519,417	2,097,178
Category 2: Capital goods ⁵	18,063	21,474	17,511
Category 3: Fuel-and-energy related activities ⁶	71,127	64,867	61,294
Category 4: Upstream transportation & distribution ⁷	696,046	549,345	346,127
Category 5: Waste generated in operations ⁸	2,314	2,063	497
Category 6: Business travel ⁹	23,514	25,901	38,665
Category 7: Employee commuting ¹⁰	28,208	34,692	33,633
Category 8: Upstream leased assets ¹¹	4,745	5,958	8,080
Category 9: Downstream transportation & distribution ¹²	18,082	18,406	12,822
Category 11: Use of sold products ¹³	1,129	817	764
Category 12: End-of-life treatment of sold products ¹³	143,995	166,869	149,773
Category 15: Investments ¹⁴	735	551	41

¹ 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 Accounting and Reporting Standard (Revised Edition 2013) including the amendment to this protocol, GHG Protocol Scope 2 Guidance (2015). 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.

² Emissions from C10: Processing of sold products, C13: Downstream leased assets, and C14: Franchises and investments are not applicable to Kenvue.

³ 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 (508,282 MT CO₂e) and C15: Investments (41 MT CO₂e).

⁴ C1 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/output (IO) Supply Chain Greenhouse Gas Emissions Factors. 2022 and 2023 emissions were calculated using the US EPA's Supply Chain Greenhouse Gas Emissions Factors v1.2 NAICS-6. 2024 emissions were calculated using the US EPA's Supply Chain Greenhouse Gas Emissions Factors v1.3 NAICS-6. 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.

⁵ C2 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/output (IO) Supply Chain Greenhouse Gas Emissions Factors. 2022 and 2023 emissions were calculated using the US EPA's Supply Chain Greenhouse Gas Emissions Factors v1.2 NAICS-6. 2024 emissions were calculated using the US EPA's Supply Chain Greenhouse Gas Emissions Factors v1.3 NAICS-6. 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.

⁶ C3 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.

⁷ C4 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.

⁸ C5 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. 2024 waste emissions were calculated using DEFRA's newest emissions factors, published July 8, 2024. These updated factors decreased by 70% when compared to 2023 factors. This decrease is reflected by the significant emission reduction from 2023.

⁹ C6 includes emissions from the transportation of employees for business-related activities, including air, rail, and automobile travel including well-to-wheel (WTW) 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. Data reported in 2023 reflects an adjustment to the methodology using DEFRA's emissions factors for air travel. Data reported in 2024 reflects an updated calculation methodology that 1) calculates emissions associated with seat class, 2) calculates air travel purchased outside of Kenvue's travel portal. Air travel purchased outside of Kenvue's travel portal was extracted from Kenvue's 2024 spend data and was excluded from Category 1: Purchased goods and services.

¹⁰ C7 includes emissions from the transportation of employees for business-related activities, including air, rail, and automobile travel including well-to-wheel emissions and was calculated based on employee home and office locations and average work from home as well as commuting behaviors.

¹¹ C8 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.

¹² C9 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 emissions factors. The large emissions reduction from 2023 to 2024 is due to improved data collection in APAC, specifically the use of increased primary transaction data from suppliers.

¹³ C11 and C12 include 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 lifecycle 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.

¹⁴ C15 includes emissions for some investments that were previously included in Johnson & Johnson's Venture Investing (JJDC). Kenvue only reports the scope 1 & 2 of these investments in line with Greenhouse Gas Protocol guidance on C15.

* In 2025, data from 2024 received limited third-party assurance from ERM CVS.

Scope 3 SBT supplier engagement	2022	2023	2024
Percent of Kenvue's suppliers by emissions covering Category 1: Purchased goods and services ¹ and Category 4: Upstream transportation and distribution, ² that have science-based targets	19%	21%	28%

¹ C1 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/output (IO) Supply Chain Greenhouse Gas Emissions Factors. 2022 and 2023 emissions were calculated using the U.S. EPA's Supply Chain Greenhouse Gas Emissions Factors v1.2 NAICS-6. 2024 emissions were calculated using the US EPA's Supply Chain Greenhouse Gas Emissions Factors v1.3 NAICS-6. 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.

² C4 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.

Plastics

Plastic packaging	2021	2022	2023	2024
Total weight of plastic packaging ¹ (MTs)	125,000	117,000	105,000	107,000
Percent of plastic packaging ¹ made from recycled ² and/or renewable materials	1%	4.4%	6.9%	8.7%
Percent of plastic packaging ¹ that is recyclable ² or refillable ³	72.8%	71.1%	71.4%	69.0%
Total percent reduction of virgin plastics ⁴ in packaging ¹ weight	1%	9.6%	21.1%	21.4%

¹ Packaging for direct purchases may not include all externally manufactured products. Total weight of plastics packaging is calculated utilizing 2025 Business Plan volume and is not trued up to actual sales. Manual adjustments of <10% were made to 2025 Business Plan volume based on SME judgment to remove materials not assumed to contain plastics.

² 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 U.S. Note: "Designed for recycling," "designed for recyclability," and "recycle ready" are also used interchangeably and reflect the same meaning. Recyclability % was assessed using Ellen MacArthur Foundation recycling rate guidelines and Consumer Goods Forum golden design rules guidelines. For pure buy, data assumptions were made on recyclability at brand level.

³ 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.

⁴ 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.

Waste

Waste generated & diverted from disposal	2023	2024
Total waste generated ¹ (hazardous and non-hazardous MTs)	59,830	57,700
Hazardous waste (%)	8.8%	8.2%
Non-hazardous waste (%) ²	91.2%	91.8%
Total waste diverted from disposal (MTs)	46,173	45,000
Percent of total waste diverted ³ from disposal	77.1%	78.1%

¹ Includes waste generated from 27 Kenvue-owned manufacturing sites as well as 2 R&D sites. 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.

² Hazardous waste includes biological waste.

³ Diverted is defined as recycled, reused or used for waste-to-energy.

Water

Water discharged	2024
Total water discharged (million cubic meters) ¹	2.3

¹ Applies to 27 Kenvue-owned manufacturing sites as well as 2 R&D sites. The methodology to calculate total water discharged across all facilities includes a combination of direct measurements and facility subject matter expert estimations.

Biodiversity, land & forests

Palm oil sourcing	2023		2024	
	MTs	% of total	MTs	% of total
Total Kenvue volume of palm oil-based ingredients purchased ¹	30,600	100%	35,450	100%
Volumes of palm oil-based ingredients purchased through RSPO physical supply chains ² or covered by RSPO Book & Claim credits ³				
Identity Preserved ⁴	0	0%	0	0%
Segregated ⁵	0	0%	0	0%
Mass Balance ⁶	9,200	30%	21,160	60%
Book & Claim credits ³	21,400	70%	14,290	40%

¹ Includes palm oil-based ingredients directly procured by Kenvue; does not include palm oil-based ingredients in some externally manufactured products. Total weight of palm oil-based ingredients is calculated utilizing 2024 Business Plan volume and is not trued up to actual sales. Palm oil-based ingredient volume is calculated using Business Plan 2024 volume as well as data provided by suppliers, internal subject matter expertise and conversion factors as defined by RSPO Supply Chain Certification Standard, as needed.

² Physical supply chain refers to palm oil supply that is sourced from certified plantations under the Mass Balance, Segregated, or Identity Preserved certifications.

³ 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.

⁴ Identity preserved is from a single identifiable certified source that is kept separately from ordinary palm oil throughout the supply chain.

⁵ Segregated is from different certified sources that is kept separate from ordinary palm oil throughout the supply chain.

⁶ Mass balance is from certified sources that are mixed with ordinary palm oil throughout the supply chain.

Paper & wood fiber sourcing

Paper & wood fiber sourcing	2023		2024	
	MTs	% of total	MTs	% of total
Total Kenvue volume of paper and wood fiber sourced ¹	84,718	-	82,230	-
Total volume of certified ² or verified recycled ³ paper and wood fiber packaging ⁴	79,728	94%	80,030	97%
FSC [®] certified ⁵ paper/wood fiber	43,123	51%	49,480	60%
PEFC certified ⁶ paper/wood fiber	13,660	16%	11,720	14%
Verified recycled ² paper/wood fiber	22,945	27%	18,800	23%
Total volume of paper and wood fiber packaging not certified or verified recycled ⁷	4,990	6%	2,200	3%

¹ The information provided herein comes from supplier data. While we strive to ensure the accuracy and completeness of this data, we recognize there may be limitations to both. Validation of certification and recycling status was conducted by Preferred by Nature, an external third party, according to Kenvue's methodology.

² Certification schemes accepted by Kenvue include FSC[®] or PEFC chain of custody standards, only when FSC[®] is not available.

³ 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.

⁴ Volumes include direct purchases of cartons, corrugates and leaflets. Volumes do not include the packaging materials sourced in some externally manufactured products.

⁵ Paper/Wood Fiber certified by the Forest Stewardship Council (FSC[®]) supporting responsible forestry.

⁶ Paper/Wood Fiber certified by the Programme of the Endorsement of Forest Certification (PEFC), including the Sustainable Forestry Initiative (SFI), supporting sustainably managed forests.

⁷ For some of the volumes included herein, insufficient evidence was available to confirm their certified or verified recycled status. Therefore, they are assumed to be non-certified, virgin.

Healthy practice

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

Ethics & compliance

Supply base overview	2023	2024
Number of Kenvue suppliers	13,672	11,976
Number of Kenvue direct suppliers	1,951	1,004
Number of Kenvue indirect suppliers	11,721	10,972
Total Kenvue supplier spend (billions) ¹	\$8.8	\$8.4

¹ Represents spend we have control over/addressable spend, defined as products and services that procurement teams can negotiate with suppliers to meet business goals. Values have been rounded.

Supplier engagement ¹	2023	2024
Percent of Kenvue total suppliers with EcoVadis assessments completed	4%	3%
Percent of Kenvue direct suppliers with EcoVadis assessments completed	19%	19%
Percent of Kenvue indirect suppliers with EcoVadis assessments completed	2%	2%

¹ Supplier EcoVadis assessments are reported as of March 22, 2024.

² Supplier EcoVadis assessments are reported as of April 22, 2025.

Board of Directors

Composition of Board of Directors	2023 ¹	2024 ²	2025 ³
Number of Directors	11	11	13
Number of Independent Directors	7	9	12
Percentage of Independent Directors	64%	82%	92%

¹ Board composition as of April 10, 2024.

² Board composition as of December 31, 2024.

³ Board composition as of the date of publication of this report.

Employee training

Kenvue Code of Conduct (COC) training	2023	2024
Percent of active employees ¹ who completed online COC training	97%	96%

¹ Excludes manufacturing employees. Manufacturing employees are defined as non-supervisory personnel who are engaged in such functions such as production, production maintenance, quality control inspections, materials management distribution, and warehousing. Non-computerized training for manufacturing employees is planned to ensure understanding of COC.

Product quality & safety

Product quality indicators	2023	2024
Number of regulatory inspections of Kenvue sites ¹ by worldwide health authorities	125	124
Percent of regulatory inspections that resulted in zero observations	83%	86%
Number of FDA inspections of Kenvue sites	4	4
Percent of FDA inspections that resulted in zero observations	75%	75%
Average number of observations per FDA inspection	1.25	0.50
Number of independent audits of Kenvue sites to ensure compliance with Kenvue Quality Policy & Standards	43	40
Number of FDA warning letters issued	0	0
Number of Kenvue sites certified to ISO 9001 ²	5	7
Number of recalls ³	not reported	1

¹ Applies to all Kenvue-owned manufacturing facilities.

² ISO 9001 is an international standard that gives requirements for an organization's quality management systems.

³ Includes all recalls related to product quality and/or consumer safety concerns. Any "administrative" type of event such as when a product has to be withdrawn due to a product naming change is excluded.

Quality, environmental, health & safety

EHS compliance & certifications	2023	2024
Number of Kenvue-owned and operated manufacturing facilities ¹	27	27
Number of Kenvue manufacturing and R&D sites certified to ISO 14001 ²	29	29
Percent of Kenvue manufacturing and R&D sites certified to ISO 14001 ³	100%	100%
Number of Kenvue manufacturing and R&D sites certified to ISO 45001 ²	3	3
Percent of Kenvue manufacturing and R&D sites certified to ISO 45001 ³	10.3%	10.3%
Number of environmental non-compliances ⁴	8	8
Fines paid for environmental non-compliances (USD) ⁵	\$600	\$1,200

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

² Certified to ISO 14001 or ISO 45001 means the site has received an external certification that is valid as of December 31, 2023.

³ The total manufacturing and R&D sites exclude small R&D and manufacturing sites (defined as less than 50 employees).

⁴ Environmental non-compliances represent instances of non-compliance 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.

⁵ Fines paid for environmental non-compliances include those paid in the reporting year.

Financials

Financial results ¹ (millions)	2023	2024
Net sales	\$15,444	\$15,455
Net income	\$1,664	\$1,030

¹ Results for the fiscal twelve months ended December 31, 2023 and December 29, 2024 as reported in Kenvue's Annual Report on Form 10-K released on February 24, 2025.

Net sales by business segment ¹ (millions)	2023	2024
Self Care ²	\$6,451	\$6,527
Skin Healthy & Beauty ³	\$4,378	\$4,240
Essential Health ⁴	\$4,615	\$4,688

¹ Segment net sales for the fiscal twelve months ended December 31, 2023 and December 29, 2024 as reported in Kenvue's Annual Report on Form 10-K released on February 24, 2025.

² Self Care product categories include: Pain Care; Cough, Cold, and Allergy; and Other Self Care (Digestive Health, Smoking Cessation, Eye Care, and Other). Major brands in the segment include Tylenol®, Motrin®, Nicorette®, Benadryl®, Zyrtec®, Zartee's®, ORSL®, Rhinocort®, and Calpol®.

³ Skin Health & Beauty product categories include: Face and Body Care; and Hair, Sun, and Other. Major brands in the segment include Neutrogena®, Aveeno®, Dr.Ci:Labo®, OGX®, Le Petit Marseillais®, Lubriderm®, and Rogaine®.

⁴ 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 Listerine®, Johnson's®, BAND-AID® Brand, Stayfree®, o.b.® tampons, Carefree®, and Desitin®.

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SASB Index: Household & Personal Products Standard

Disclosure Topic and Accounting 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	Kenvue does not disclose this data.
CG-HP-140a.2	Description of water management risks and discussion of strategies and practices to mitigate those risks	Water, p. 36
Product Environmental, Health, & 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 safety, p. 49-53 <u>Position on impact of pharmaceuticals and personal care products in the environment</u> <u>Position on quality, safety and compliance</u>
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	Plastics, p. 38 Data tables, p. 72 (Plastic packaging)
CG-HP-410a.2	Discussion of strategies to reduce the environmental impact of packaging throughout its lifecycle	Plastics, p. 37-40 Waste, p. 46-47
Environmental & 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. 44-45 Data tables, p. 73 (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. 75 (EHS compliance & certifications)

Kenvue 2024 Healthy Lives Mission Report

GRI Index

Kenvue has reported the information cited in this GRI content index for the period January 1, 2024 to December 31, 2024 with reference to the GRI Standards.

GRI Standards		
GRI Standard	GRI Disclosure	Location/Response
General Disclosures		
	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. 4 Form 10-K , Notes to Consolidated Financial Statements, Description of the Company and Summary of Significant Accounting Policies
	2-3: Reporting period, frequency, and contact point	About this report, p. 4 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. FY24 occurred between January 1, 2024 and December 31, 2024. Kenvue’s financial and ESG reporting periods are aligned. Kenvue’s 2024 Healthy Lives Mission Report was published on June 26, 2025. For questions about the report or reported information, please contact: sustainability@kenvue.com
GRI 2: General Disclosures 2021	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 2024
	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. 68 (Global workforce) Data tables, p. 68 (Total employees by regions)
	2-9: Governance structure and composition	Healthy Lives Mission Governance , p. 10 Principles of Corporate Governance , p. 5-6 Proxy Statement , p. 12-26, 28-32, 36-37 Governance
	2-10: Nomination and selection of the highest governance body	Principles of Corporate Governance , p. 4-5, 13 Proxy Statement , p. 11

GRI Standards

GRI Standard	GRI Disclosure	Location/Response
General Disclosures (continued)		
	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	Healthy Lives Mission Governance, p. 10 Proxy Statement, p. 34-35 Principles of Corporate Governance
	2-13: Delegation of responsibility for managing impacts	Healthy Lives Mission Governance, p. 10 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. 38
	2-18: Evaluation of the performance of the highest governance body	Principles of Corporate Governance , p. 6-7 Proxy Statement, p. 33
	2-19: Remuneration policies	Proxy Statement, p. 44-75
	2-20: Process to determine remuneration	Principles of Corporate Governance , p. 4 Proxy Statement, p. 44-75
	2-21: Annual total compensation ratio	Proxy Statement, p. 75
	2-22: Statement on sustainable development strategy	Message from our CEO, p. 3
	2-23: Policy commitments	Ethics & compliance, p. 62-64 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 & compliance, p. 62-64 Kenvue Code of Conduct

**GRI 2:
General
Disclosures
2021**

GRI Standards

GRI Standard	GRI Disclosure	Location/Response
General Disclosures (continued)		
GRI 2: General Disclosures 2021	2-25: Processes to remediate negative impacts	Kenvue Integrity Line Palm oil, p. 45
	2-26: Mechanisms for seeking advice and raising concerns	Ethics & compliance, p. 62-64 Kenvue Code of Conduct , p. 7-9 Kenvue Integrity Line Palm oil, p. 45
	2-27: Compliance with laws and regulations	Data Tables, p. 75 (EHS compliance & 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 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. 11 Double Materiality Assessment 2023
Material Topics		
GRI 3: Material Topics 2021	3-1: Process to determine material topics	Determining double materiality, p. 11 Double Materiality Assessment 2023
	3-2: List of material topics	Determining double materiality, p. 11 Double Materiality Assessment 2023
Economic Performance		
GRI 201: Economic Performance	201-2: Financial implications and other risks and opportunities due to climate change	2024 CDP Response , p. 40-59 Task Force on Climate-related Financial Disclosures , p. 9-12 Climate resilience & risk management , p. 34

GRI Standards		
GRI Standard	GRI Disclosure	Location/Response
Inclusion		
GRI 3: Material Topics 2021	3-3: Management of material topic	Inclusion, p. 13-18
GRI 404: Training & Education 2016	404-1: Average hours of training per year per employee	Data tables, p. 68 (Learning & development)
	404-2: Programs for upgrading employee skills and transition assistance programs	Learning & development, p. 15
Workforce health, safety & well-being		
GRI 3: Material Topics	3-3: Management of material topic	Workforce health, safety & well-being, p. 19-22
	403-1: Occupational health and safety management system	Workforce health, safety & well-being, p. 19-22
	403-2: Hazard identification, risk assessment, and incident investigation	Workforce health, safety & well-being, p. 19-22
	403-3: Occupational health services	Workforce health, safety & well-being, p. 19-22
	403-4: Worker participation, consultation, and communication on occupational health and safety	Workforce health, safety & well-being, p. 19-22
	403-5: Worker training on occupational health and safety	Workforce health, safety & well-being, p. 19-22
	403-6: Promotion of worker health	Workforce health, safety & well-being, p. 19-22
	403-7: Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Workforce health, safety & well-being, p. 19-22
	403-8: Workers covered by an occupational health and safety management system	Workforce health, safety & well-being, p. 19-22
	403-9: Work-related injuries	Data tables, p. 68 (Employee safety)
GRI 403: Occupational Health and Safety 2018	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. 23-27
	Humanitarian Aid	Data tables, p. 68 (Humanitarian aid)

GRI Standards		
GRI Standard	GRI Disclosure	Location/Response
Climate change		
GRI 3: Material Topics	3-3: Management of material topic	Climate change, p. 29-36 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. 69 (Purchased energy by use type) Data tables, p. 70 (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. 69 (Purchased energy by use type)
	303-1: Interactions with water as a shared resource	Water, p. 36
GRI 303: Water & Effluents 2018	303-2: Management of water discharge-related impacts	Water, p. 36 Pharmaceuticals and personal care products in the environment (PiE) , p. 47 Position on impact of pharmaceuticals and personal care products in the environment
	303-4: Water discharge	Data tables, p. 72 (Water)
	305-1: Direct (Scope 1) GHG emissions	Data tables, p. 70 (Scope 1 GHG emissions)
GRI 305: Emissions 2016	305-2: Energy indirect (Scope 2) GHG emissions	Data tables, p. 70 (Scope 2 GHG emissions)
	305-3: Other indirect (Scope 3) GHG emissions	Data tables, p. 71 (Scope 3 GHG emissions, by source)
	305-5: Reduction of GHG emissions	Data tables, p. 70 (Scope 1 + 2 GHG emissions)
	Plastics	
GRI 3: Material Topics	3-3: Management of material topic	Plastics, p. 37-40
GRI 301: Materials 2016	301-1: Materials used by weight or volume	Data tables, p. 72 (Plastic packaging)
	301-2: Recycled input materials used	Data tables, p. 72 (Plastic packaging)
Biodiversity, land & forests		
GRI 3: Material Topics	3-3: Management of material topic	Biodiversity, land & forests, p. 41-45
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Biodiversity, land & forests, p. 41-45 Position on responsible palm oil sourcing Position on responsible wood fiber sourcing Position on sustainable sourcing
Waste		
GRI 3: Material Topics	3-3: Management of material topic	Waste, p. 46-47
GRI 306: Waste 2020	306-1: Waste generation and significant waste-related impacts	Waste, p. 46-47
	306-2: Management of significant waste-related impacts	Waste, p. 46-47 Position on impact of pharmaceuticals and personal care products in the environment
	306-3: Waste generated	Data tables, p. 72 (Waste generated & diverted from disposal)
	306-4: Waste diverted from disposal	Data tables, p. 72 (Waste generated & diverted from disposal)
	306-5: Waste directed to disposal	Data tables, p. 72 (Waste generated & diverted from disposal)

GRI Standards		
GRI Standard	GRI Disclosure	Location/Response
Product quality & safety		
GRI 3: Material Topics	3-3: Management of material topic	Product quality & 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. 74 (Product quality indicators)
Sustainable product innovation		
GRI 3: Material Topics	3-3: Management of material topic	Sustainable product innovation, p. 54-56
Product transparency		
GRI 3: Material Topics	3-3: Management of material topic	Product transparency, p. 57-58
Human rights		
GRI 3: Material Topics	3-3: Management of material topic	Human rights, p. 59-61
—	Kenvue Code of Conduct (COC) Training	Data tables, p. 74 (Kenvue Code of Conduct (COC) training) Human rights considerations are covered in Kenvue's Code of Conduct .
Ethics & compliance		
GRI 3: Material Topics	3-3: Management of material topic	Ethics & compliance, p. 62-64
GRI 205: Anti-corruption 2016	205-2: Communication and training about anti-corruption policies and procedures	Data tables, p. 74 (Kenvue Code of Conduct (COC) 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. 74 (Supplier engagement) Kenvue Supplier Code of Conduct
	308-2 Negative environmental impacts in the supply chain and actions taken	Data tables, p. 74 (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. 74 (Supplier engagement) Global modern slavery statement 2023 Position on human rights Position on sustainable sourcing Supplier Code of Conduct



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