



GENDER PAY GAP REPORT 2019

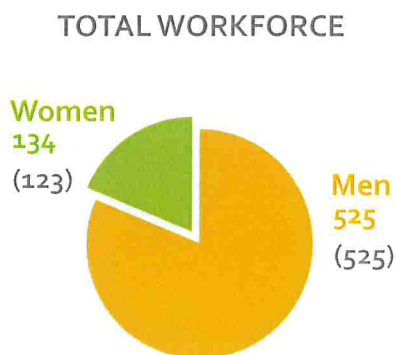
Milliken Industrials Limited ("Milliken") employs 659 UK-based associates working predominantly in manufacturing, alongside support service and corporate roles (just over 1.5% increase since 2018). In order to comply with the Equality Act 2010, we are required to provide annual Gender Pay Reporting, which is intended to identify imbalances between male and female employees based on hourly rates and bonuses. In the report we look to highlight work that is underway to address any inequalities in the Company.

GENDER PAY GAP SUMMARY

At Milliken we know that doing the right thing is as important to our success as reaching our goals. To that end, we are constantly raising the bar on the ethical business practices that guide our day-to-day operations and long-term vision. Being named on the World's Most Ethical Companies list by the Ethisphere Institute, marks our fourteenth year of recognition, making us one of only seven companies to receive this distinction every year since the award's inception in 2007. We reinforce our commitment to ethics via our annual employee commitment to the Code of Conduct, and we are an equal opportunities employer operating an Equal Opportunities policy and a Diversity and Inclusion policy.

GENDER PAY GAP REPORT: 5 APRIL 2019

The figures presented were calculated using the standards as set out by the Government Equalities Office.



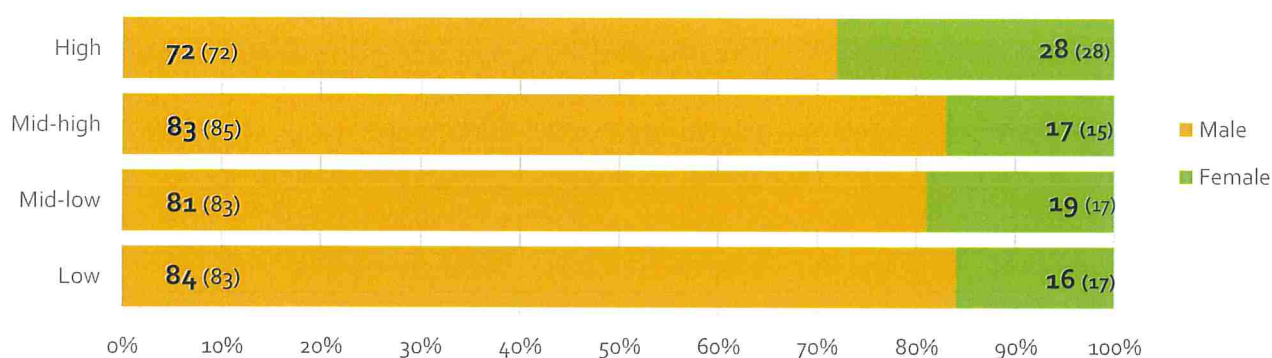
	2017	2018	2019
Mean (Average) gender pay gap	-9.18%	-13.5%	-7.1%
Median gender pay gap	-14.73%	-8.9%	-8.8%

Numbers in brackets are 2018 figures

The continued gender pay gap in favour of women at Milliken is as a direct result of employing a much larger number of men working in lower paid manufacturing roles when compared to the women, who generally work in administration, sales or management roles (i.e. usually higher paid jobs). 100% of the increased total workforce in 2019 are female, and since we started reporting in 2017, we have increased the number of female employees by just over 25%. We believe this is evidence that our efforts to employ more women in the workforce is working. We intend to continue trying to build on that increase in future years.

SALARY QUARTILE BANDS

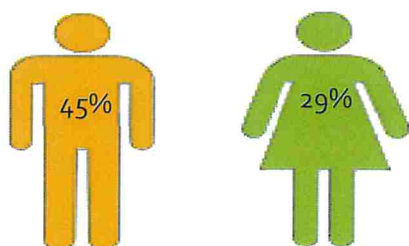
Percentage of female and males in each salary quartile band. *Numbers in brackets are 2018 figures.*



While there continues to be more men than women employed at Milliken, there has been a 9% increase in the number of women employed since last year, and we are pleased to show that the “high” quartile remains the largest percentage for women employed overall. This reinforces our goal to address the current in-balance of male versus female senior managers within our company.

BONUS PAYMENTS

Proportion of employees who receive a bonus:



	2017	2018	2019
Mean (Average) bonus gender pay gap	-64.01%	-128.1%	-73.9%
Median bonus gender pay gap	-351.50%	-1983.3%	-108.3%

This large gap in favour of women for bonus payments is due to the differing nature of the bonus payments included for men versus women. Our predominantly male production workforce can earn a bonus which is a small percentage of their overall pay. This is in contrast to the potential bonus earnings of the female workforce, the majority of whom are in the “high” quartile of earners, and whose bonus earning potential is a much larger element of their overall pay.

CONCLUSIONS AND RECOMMENDATIONS

The increased number of women employed is across many job types, including production roles. We have a newly appointed Diversity and Inclusion Manager whose role is dedicated to promoting a more diverse workforce within Milliken. Also, our Women’s Network, founded in 2018, continues to encourage and develop our female associates to reach their full potential. We want Milliken to be a place that both men and women choose to spend their career.

The information in this report is accurate as at the snapshot date 5 April 2019.

For **Milliken Industrials Limited**

Jeremy Graham, VP HR Director Europe

March 2020