



GENDER PAY GAP REPORT 2017

This report is prepared on behalf of Milliken Industrials Limited.

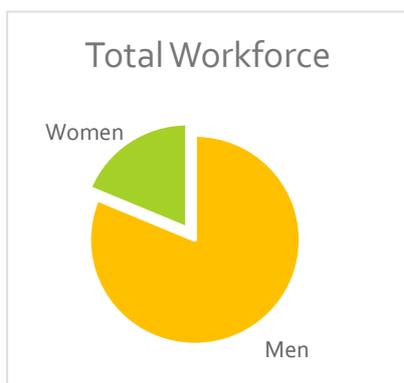
We employ approximately 570 associates in manufacturing, support services and corporate shared services. In order to comply with the Equality Act 2010, we are required to provide Gender Pay Reporting. Gender Pay Reporting is intended to identify imbalances between male and female employees based on hourly rates and bonuses.

GENDER PAY GAP SUMMARY

Milliken has a strong foundation of ethics. As a long-held, core value of our company and our shareholders, it is the foundation of our business. We have been awarded the World's Most Ethical Companies award by Ethisphere® Magazine for 12 consecutive years and are only one of 12 companies to be recognised every year since the awards inception. We demonstrate our long-held commitment to ethics through our annual employee commitment to the Code of Conduct. We are an equal opportunities employer and operate both an Equal Opportunities policy and a Diversity and Inclusion policy. The results of this report will be used by Milliken to identify levels of gender inequality with a view to finding ways to address these in the future.

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The figures shown in the report were calculated using the standards as set out by the Government Equalities Office.

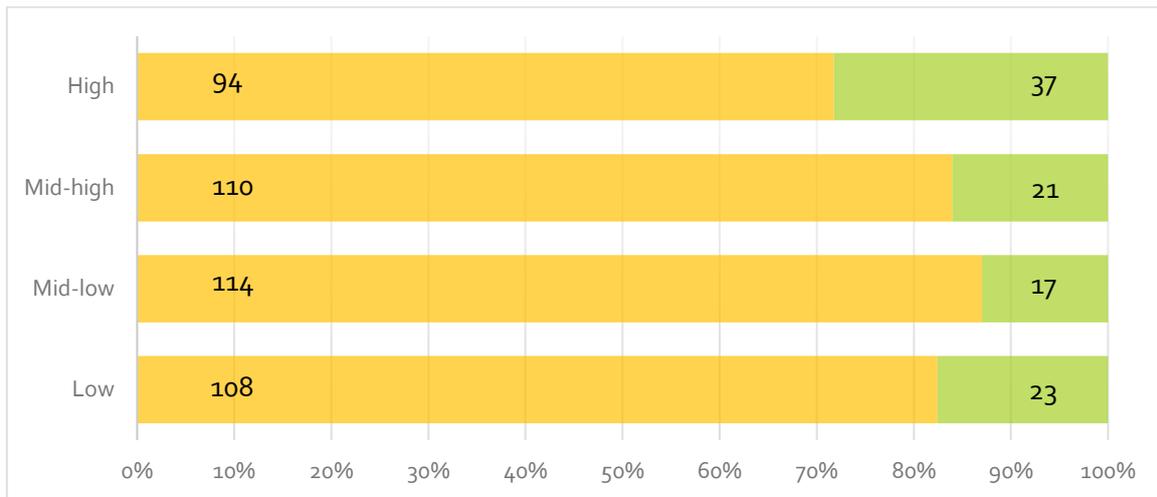


Mean (Average) gender pay gap	-9.18%
Median gender pay gap	-14.73%

Our mean and median pay gaps are both lower than were anticipated for companies similar to ours. We are confident that men and women are being paid equally for similar types of work but the greater number of men working in the lowest paid manufacturing roles within our organisation creates a pay gap.

SALARY QUARTILE BANDS

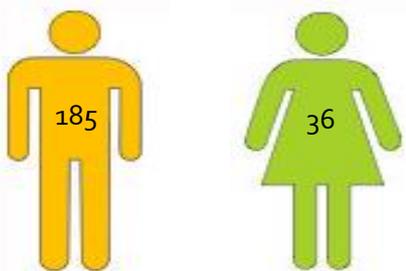
Number of female and males in each salary quartile band.



These figures demonstrate the disproportionately higher number of men versus women employed at Milliken. Out of all the categories the highest percentage for women is the "high" category demonstrating our commitment to improving the balance of female senior managers within our company.

BONUS PAYMENTS

Number of bonuses paid:



Mean (Average) bonus gender pay gap	-64.01%
Median bonus gender pay gap	-351.50%

CONCLUSIONS AND RECOMMENDATIONS

We recognise that further work is required to investigate the possibility of employing more women in production roles to ensure equal opportunities are fully observed. As part of this initiative, training is planned to address unconscious bias and diversity awareness throughout our organisation to ensure there are no barriers to expanding the number of women employed in the organisation at all levels.

We are committed to changing the diversity of our workforce and will continue to drive these efforts to make Milliken a place where both men and women choose as a preferred workplace where they can succeed.

Jeremy Graham, VP HR Director Europe
March 2018