



TOGETHER FOR TOMORROW

2020 Sustainability Report

Milliken®

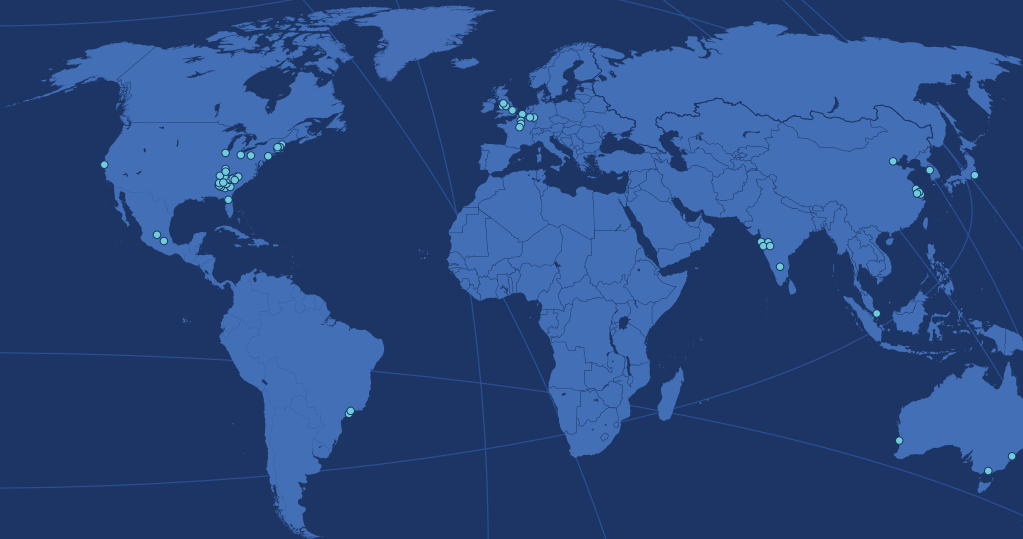
SOLVING FOR A BETTER TOMORROW

A Single Interaction Can Change the World

Whether we are tackling the plastics end-of-life challenge or meeting the moment in a global pandemic, Milliken is a community of innovators coming together for a brighter tomorrow. Across our four divisions, we embrace the power of a single interaction to impact the world for generations to come. We deliver sustainable solutions to our customers and communities—guided by innate curiosity and a commitment to excellence.

We each have the power to make lasting change. Together, our impact is unstoppable.

MILLIKEN LOCATIONS



7,300+
ASSOCIATES

65 GLOBAL
LOCATIONS

43 PLANTS
21 OFFICES/LABS
10 SHOWROOMS
5 DISTRIBUTION CENTERS

14 COUNTRIES WITH
NEW SITES

Global Headquarters: Spartanburg, South Carolina, United States
Operations: United States, United Kingdom, Belgium, France, China, Mexico, and Australia, with sales and service operations throughout the Americas, Europe, and Asia



Our expertise in research, design, and responsible manufacturing is driven by our four divisions:

- Chemical
- Flooring
- Healthcare
- Textile

PURPOSE

Together we strive to positively impact the world around us for generations to come.

VALUES

-  Integrity
Do the right thing
-  Excellence
Set a high bar for performance
-  Innovation
Reward big thinking
-  Sustainability
Create a healthy future
-  People
Empower exceptional teams

VISION

Be a values-based company with depth in materials science, customer intimacy, and operational excellence that delivers profitable growth and superior shareholder returns.



One of seven companies awarded World's Most Ethical Companies® for 14 consecutive years



Received Ethics Inside Certification 2020-2022, an external validation of our ethics and compliance program and efforts in sustainability and social responsibility



Received the 2020 South Carolina Economic Impact Award



NATIONAL GEOGRAPHIC CIRCULAR ECONOMY FORUM

Four hundred thought leaders came together to explore circularity solutions during the National Geographic Circular Economy Forum, sponsored by Milliken, Waste Management, and the Ellen MacArthur Foundation



COVID-19 INNOVATIONS

Meeting the moment by responding to medical PPE shortages

LEADING WITH PURPOSE

Our newly launched Milliken Leadership Model will develop growth-minded leaders to build teams ready to take on challenges and opportunities ahead

BORCHERS ACQUISITION

Acquiring Borchers brought Milliken paint and coating industry expertise, products, and customer knowledge to accelerate our chemical additive solutions



MILLIKEN UNIVERSITY RE-LAUNCH

Milliken University, our internal learning portal, inspires our associates to reach their full potential with a suite of continuous learning opportunities

NEW PARTNERSHIPS TO ADVANCE RECYCLING

Joined the Polypropylene Recycling Coalition, established by The Recycling Partnership, to advance plastic recycling



Black lives matter. At Milliken, our values compel us to stand in solidarity with those who are hurting, afraid, angry and want to exercise their right to protest peacefully. While these devastating incidents are not new, there's something different about what's happening. The pandemic coupled with these recent injustices have pushed the issues of racial disparity into the open.

We pledge to put an end to brutal acts of racism and all systems of bias that undermine equality in our company, our nation and our world. Together, we strive to positively impact the world.

Milliken's Black Lives Matter Statement (June 2020)



26,000+

Pieces of litter picked up during the ALL_TOGETHER GLOBAL CLEANUP campaign



Commissioned on Juneteenth (June 19), 2020, by the City of Spartanburg, Milliken sponsored a Black Lives Matter public art project as part of a grassroot community effort featuring the work of more than 16 local and regional artists

Photo by Hub City Bees



Meeting the Moments of 2020

Our third annual sustainability report highlights Milliken's performance and progress towards our 2025 sustainability goals. Covering planet, product, and people, this report creates increased accountability while inviting new conversations and collaborations as the company works to create a positive impact on the world for generations to come.

We met the moments of 2020. We pivoted production lines, launched new innovations, and kept each other safe; all while our team rallied to improve our sustainability metrics in 10 of 12 strategic categories. Our sustainability initiatives are building momentum and changing our business in positive ways.

In 2020, we made progress on our sustainability goals:

- Doubling down on our ongoing commitment to advancing diversity, equality, and inclusion in the face of social unrest;
- Focusing on helping to fight COVID-19 by producing medical-grade fabric gowns, face shields, and flooring that assists with social distancing efforts;
- Prioritizing associate safety, particularly essential workers, by enhancing the company's safety-first culture during the pandemic;
- Bolstering the plastics circularity discussion by convening thought leaders with a goal to illuminate workable ecosystem solutions hosted by National Geographic;
- Continuing to invest capital to eliminate coal as a primary fuel source, thereby reducing GHG emissions and reduce waste;
- Acquiring Borchers—Milliken's largest acquisition to date—which will scale the company's coating additives platform in a way that reduces solvents and environmental impact.

We invite you to continue on our sustainability journey as we work together for a healthier tomorrow.

HALSEY COOK
President and CEO

TOGETHER WITH
UNITED NATIONS
INITIATIVES



2025 Planet Goals

Reducing our Environmental Footprint

- | | |
|--|--|
| Reduce indexed greenhouse gas emissions by 25% | ZERO waste to landfill |
| Reduce indexed water usage by 25% | Increase renewable energy use to 100,000 MWh |
| Reduce indexed solid waste by 25% | ZERO environmental violations |

Our planet goals support these UN SDGs



2025 Product Goals

Advancing Circularity and Well-Being

- | | |
|--|--|
| Analyze new products launched using Life Cycle Analysis principles | Convene scientists and thought leaders to advance the goal of solving the plastics end-of-life challenge |
|--|--|

Our product goals support these UN SDGs



2025 People Goals

Caring for our Communities

- | | |
|--|---------------------------------|
| Commit to an inclusive associate community | Technology and innovations |
| ZERO data privacy breaches | ZERO lost time safety incidents |

Our people goals support these UN SDGs

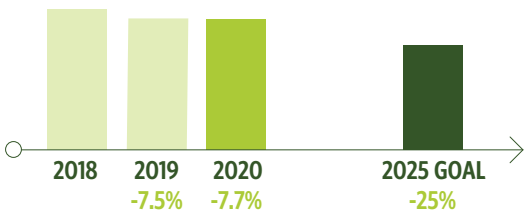


Milliken’s 2025 Sustainability Goals Progress

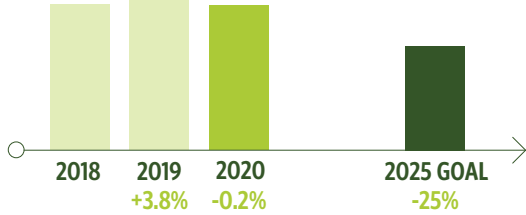
● Planet Goals ● Product Goals ● People Goals

Discover more on progress towards our goals at sustainability.milliken.com/scorecard

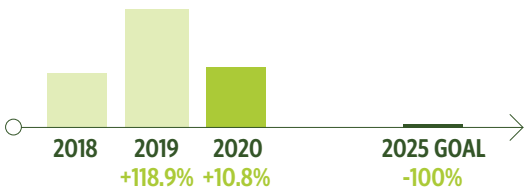
Reduce indexed greenhouse gas emissions by 25%
%s against 2018 baseline



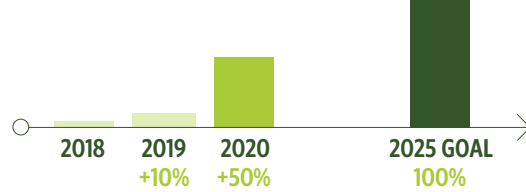
Reduce indexed water usage by 25%
%s against 2018 baseline



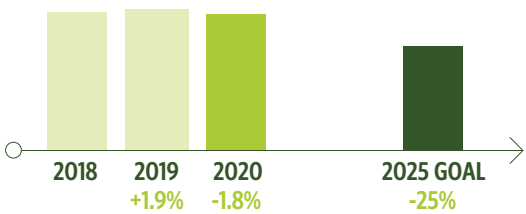
ZERO waste to landfill
%s against 2018 baseline



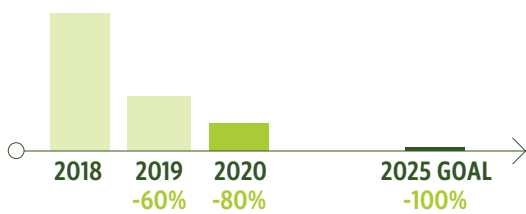
Increase renewable energy use to 100,000 MWh
%s against 100,000MWh/yr



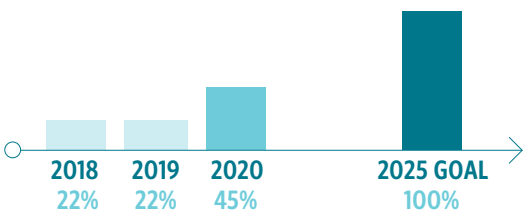
Reduce indexed solid waste by 25%
%s against 2018 baseline



ZERO environmental violations
%s against 2018 baseline



Analyze new products launched using Life Cycle Analysis principles
% against 100% new products



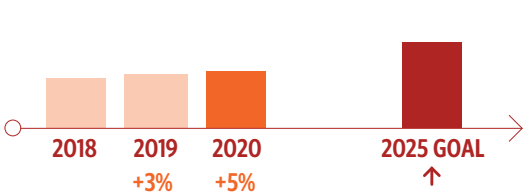
Convene scientists and thought leaders to advance the goal of solving the plastics end-of-life challenge



2020 National Geographic Circularity Forum Sponsor
Alliance to End Plastic Waste Member
HolyGrail 2.0 Member
“Needs for Plastics Packaging Circularity” (ACS Macro Lett. 2020, 9, 9, 1376-1390)
Polypropylene Recycling Coalition Member
Recycling Partnership Member



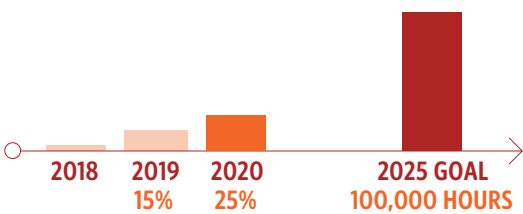
Commit to an inclusive associate community
%s of U.S. diverse salaried associates



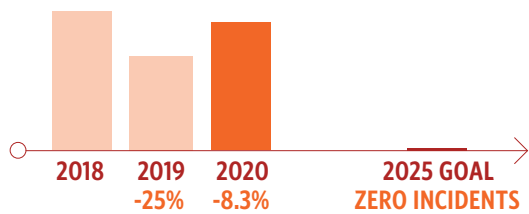
ZERO data privacy breaches
Absolute reportable breaches



100,000 volunteer hours in our communities
%s of 100,000 total hours



ZERO lost time safety incidents
%s against 2018 baseline





PLANET

“After a win with the Milliken Performance System tools, we started applying them across the plant. Efficiency and pride skyrocketed.”

Aimee Davis

*Production Manager
Dewey Plant, Chemical*

Expanded Our Planet Projects

We expanded our planet projects program with standardized performance reporting and uniform project management.

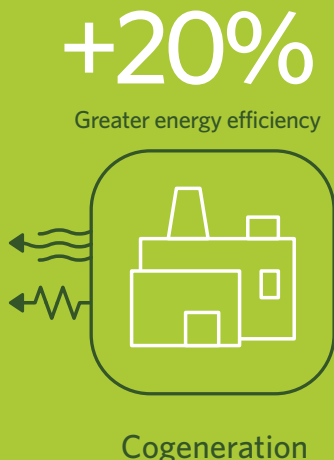
Increased from 90 to 300+ planet projects

PROGRESS CONTINUES ON OUR EFFORTS TO ELIMINATE COAL

Today: Conventional
Separate steam and power at one location help manufacture our additives, workwear, and flame-resistant fabrics.



Tomorrow: Cogeneration
By combining steam and power at one manufacturing location, our energy efficiency improves.



\$25M+
Investment

\$4M
Projected savings/year

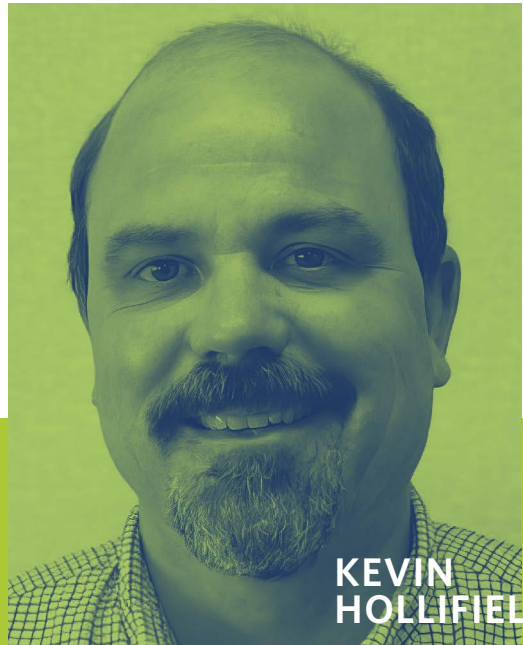


Eliminates coal as a primary steam fuel source

2025 Goal Impact Projections

9.2%
GHG Reduction

4.7%
Waste Reduction



KEVIN HOLLIFIELD

Project Manager
Blacksburg Utilities Co-op
Chemical and Textile

“Our engineering team is the heartbeat at our plants. I’m excited to move forward by saving costs and resources.”

ENVIRONMENTAL CERTIFICATIONS

31 Sites

ISO 140001: 2015 Certification

ISO 50001 Certification
Achieved by U.K. Sites

WATER REDUCTION

Gallons reduced/year

2M (Pendleton, SC)

Revising recipes in dye and finishing processes

8M (Gainesville, FL)

Optimizing fine chemical manufacturing

23M (Blacksburg, SC)

Optimizing steam condensate reuse

25M (Pendleton, SC)

Upgrading water infrastructure

RENEWABLE ENERGY

50,000 MWh/yr

50% of renewable energy goal achieved in 2020

Additional Impact → **3.4%**
GHG Reduction

Waste Management Through Thermal Drying

FINDING SOLUTIONS TO BETTER MANAGE WASTE

Reduced 7,900,000 lbs of waste

Equivalent to removing the waste disposed by **1,750** U.S. homes/year



\$1M+
Investment

Conserves Resources

\$300K
Savings/year

Supports Circular Economy

2025 Goal Impacts (against 2018 baseline)

6.9%
Solid Waste Reduction

72%
Landfill Reduction

Milliken Performance System Critical to 2025 Planet Goals

Using the Milliken Performance System (MPS), a methodology that embraces leadership principles and problem-solving tools, we create sustainable improvements in our operations. Our system to achieve operational excellence increases productivity, quality, and efficiency.



2020 MPS IMPACT

28 Six Sigma Green Belts

We added 28 new Six Sigma Green Belts, including our first manufacturing associate who worked on a waste reduction project

10,700+ Training hours

The Milliken Performance System emphasizes training and education with over 10,700+ hours of training

RESULT
Produces Carpet More Efficiently



ERIC ZHAO
*Production Manager
Zhangjiagang Plant, Flooring*

Eric worked with cross-functional teams, including research and development and production leaders, to produce carpet locally and more efficiently using MPS methods.

RESULT
Safeguards Environmental Compliance



AIMEE DAVIS
*Production Manager
Dewey Plant, Chemical*

Using the 5S Methodology, Aimee led a team to envision a more efficient and compliant process for partially-used raw materials to reduce the risk of spills or contamination.

RESULT
Reduces Water Use



TREY FUNDERBURKE
*Engineering Services Professional
Pendleton Plant, Textile*

Trey worked on a Six Sigma Green Belt project that led to opportunities for water reduction—results averaging 53,000 gallons/day in reductions with plans to further increase savings in 2021.

CARA THOMPSON
*Director of
Corporate MPS*



“When we connect activity to improved performance, it generates momentum and cultural change.”

300+ MPS projects

800+ People engaged

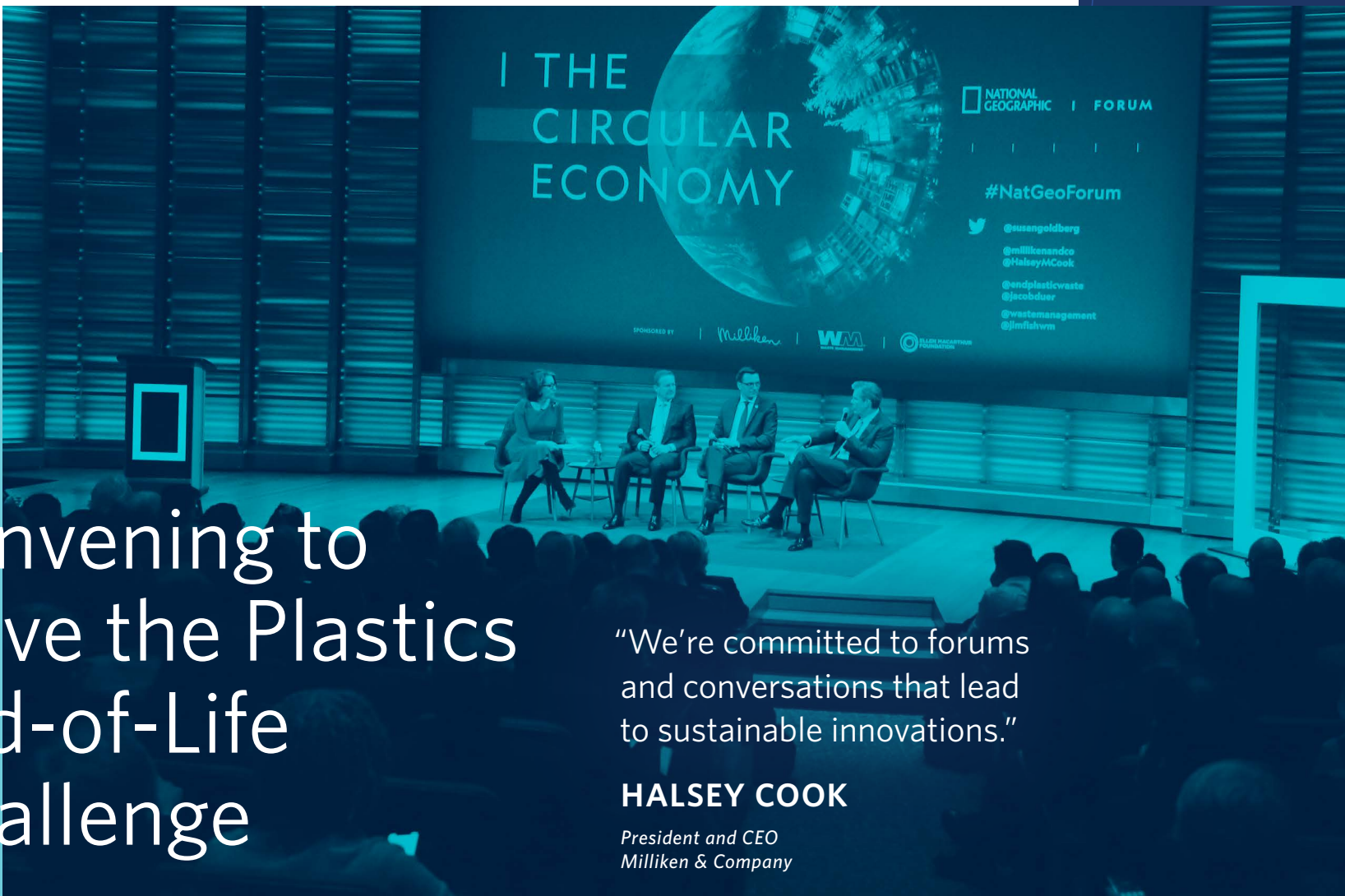


PRODUCT

“Keep your mind open to new ideas and collaborate with others to solve hard problems. Never stop learning.”

Kumar Puthillath, PhD
Research Engineer, Flooring

Convening to Solve the Plastics End-of-Life Challenge



“We’re committed to forums and conversations that lead to sustainable innovations.”

HALSEY COOK
President and CEO
Milliken & Company

MILLIKEN SPONSORED THE NATIONAL GEOGRAPHIC CIRCULAR ECONOMY FORUM WITH 400+ EXPERTS

What We Learned to Build a Circular Economy

- | | | |
|---|------------------------------------|---------------------------------|
| 1 The circular economy is bigger than you think | 2 For business, green is good | 3 Cities can lead the way |
| 4 Carbon needs to be a factor | 5 What you buy and recycle matters | Learn More Here |

JOINED POLYPROPYLENE RECYCLING COALITION

4M

As a funder of the Polypropylene Recycling Coalition, we helped to bring polypropylene sorting equipment to four materials recovery facilities reaching four million people.

PUBLISHED NEEDS FOR PLASTICS CIRCULARITY

To accelerate innovation, our Principal Scientist Scott Trenor, PhD, co-authored *Needs for Plastics Packaging Circularity*. The article highlights research that needs to be collaboratively addressed by the entire plastics community to achieve circularity.



SCOTT TRENOR, PhD
Principal Scientist

“At the end of the day, I want to leave the world a better place.”



ACTIVE MEMBER OF ALLIANCE TO END PLASTIC WASTE

30+ Projects in 2020 portfolio

70+ Communities impacted

635+ Kilotons of plastic waste diverted each year

JOINED DIGITAL WATERMARK PROJECT, HOLYGRAIL 2.0

We joined an initiative that tests the viability of digital watermarking technologies to accurately sort plastics.



Working Together to Advance Circularity and Well-Being

LOCAL SOURCING REDUCES CARBON FOOTPRINT IN FLOORING

We recognize that where and how we source our raw materials can impact the carbon footprint of our products. Milliken responsibly manufactures flooring products on four continents, working with local partners to be environmentally conscious throughout the process. This reduces transportation needs and brings materials closer to customers. Additionally, the Americas launched the D/LUX carpet tile series that reduces the use of raw materials while extending product life. We will continue working with our value chain in order to uncover additional ways to reduce our products’ carbon footprint.



SANJEEV DEY, PhD
Global Marketing Manager, Chemical

“With only one Earth, we must all change our mindset and norms to use resources sustainably.”

30%
Carbon footprint reduction
Asian cushion products

50%
Raw materials sourced within 60 miles
Measured by weight within 60 miles of U.K. manufacturing site

10M+
Yards provided to protect front-line workers

13K
Tons of recycled polypropylene enhanced with DeltaMax

82%
Recycled content in our felt-backing layer in comfort and function carpet tile products made in Asia



COVID-19 Solutions

We focused our development and manufacturing processes to help fight the battle against COVID-19.

GOWNS

We engineered our existing textiles into medical barrier protective fabrics for PPE garments. Perimeter™ advanced medical fabrics passed testing for Level 1 and Level 2 ANSI/AAMI PB70 Standard to protect front-line workers in multiple medical environments and usage situations.

FACE SHIELDS

Responding to the face shield shortage, our scientists collaborated to meet the demands for clear plastic shields as preventative hygiene measures.

SAFER ENVIRONMENTS WITH SOCIAL DISTANCING

Social Factor, a Milliken carpet collection, provides instructional graphic sources to support social zoning in shared spaces. Social Factor creates spatial awareness by defining zones and landing spots, and creating cohesive traffic flow for safer collaborative environments.

WOUND CARE SOLUTIONS TO REDUCE IN-PERSON HEALTH VISITS

We provide an extended-wear solution that helps clinicians manage wounds and edema. By using TRITEC® wound dressings with Active Fluid Management® technology and CoFlex® TLC compression therapy, patients can wear the wound dressing and compression bandage to reduce the amount of in-person visits needed.





KATE BURNETT
*Strategic Marketing Manager
Beech Hill, U.K. Flooring*

“Well-being is a recent megatrend, but we’ve been solving for well-being for a long time.”

Verifying Sustainable Impact of Our Products



MATERIAL INNOVATIONS TO GET COBALT OUT OF COATING

We removed cobalt from coatings while improving overall performance. Borchì® OXY-Coat is a metal-based, high performance cobalt-free drier catalyst for alkyd paints, composites, and inks.



Life Cycle Analysis on 90% of flooring products globally



Red List Free, Third Party Verified flooring products offered globally



Flooring products disclose ingredients in a voluntary transparency platform and product database



Majority of Polartec products are BlueSign® Certified, which monitors materials from factory to final product



All modular carpet tiles manufactured in the Americas, APAC, and Australia, and some manufactured in Europe are Cradle to Cradle Certified Silver



Certain textile products are certified Standard 100 by OEKO-TEX®, a label for textiles tested for harmful substances, ensuring product safety

RAMESH KESH, PhD

VP, Research Textile

“We know we aren’t going to solve circularity by ourselves. It requires behavior change and collaboration to find solutions that scale faster.”

SUZANNA SALTON

Asia Global Director Singapore Office, Flooring



“There’s definitely a value proposition when it comes to our products impacting a company’s greatest asset—its people.”

96%

Scientists and engineers* trained in green chemistry

* Involved in chemical processes for new product development

1,400+

Hours of green and sustainable chemistry training at Milliken

45%

New products launched using Life Cycle Analysis principles

“Working in research, finding paths that don’t work can uncover entirely new solutions. They lead us to make better products for people.”

FAYSAL IBRAHIM

Tech Specialist, Chemical



Flooring products verified for LEED v.4



All OBEX™ Entrance Flooring certified low VOC



UL certification for four grades of Hyperform® HPN® enables 5-8% energy savings for injection molding of plastics



Millad® NX® 8000 enables an average of 10% energy savings for production of clarified PP parts



APR Critical Guidance given to Millad® NX® 8000 clarifying agent for PP to validate compatibility with plastic packaging recycling



Millad® NXTM 8000' technology is fully compatible with the polypropylene (PP) recycling processes in Europe and poses no recyclability issues, according to the findings of an independent laboratory testing

30-40%

Reduction in moisture passing through packaging enables longer shelf life

UltraGuard™ Solutions, our performance additive, improves barrier properties. Improved barrier enables longer shelf life reducing waste.

1.5 billion+ Plastic bottles

Diverted to date from landfills into recycled Polartec fabrics



PEOPLE

“There’s pride in knowing I’ve done my part to keep our people healthy and safe.”

Hope Bailey

Milliken Occupational Nurse

Our Milliken Occupational Nurse Team received the Safety Champion Award as part of the 2020 Milliken Honors program for caring for our people during COVID-19

Focused on *Together* in a Year of Separation

“...We pledge to put an end to brutal acts of racism and all systems of bias that undermine equality...”

An excerpt from Milliken’s Black Lives Matter statement, June 2020



RICAYE HARRIS
Director, Diversity and Inclusion

“Your biases, intentional or ingrained, can inhibit the way you interact with people and hinder workplace culture.”

MOVING FROM AWARENESS TO ALLYSHIP

- A**cknowledges and addresses barriers
- L**istens intently to understand
- L**earns through diverse interaction
- Y**ou speak up and support

2020 UNCONSCIOUS BIAS TRAINING

2,200+

Trained at Milliken

250+

Trained in our community

5

Training sessions for manufacturing associates

MORE DIVERSITY AND INCLUSION PROGRESS

42%

U.S. Mgmt. Diversity

650+

Trained in Allyship

5

Associate networks

- Minority
- New Associates
- Women
- Veterans
- LGBTQ

“Wherever you’re from, whatever race or ethnicity you are, however you identify, whoever your partner is, we want you to be able to come and find a home at Milliken.”

Halsey Cook
Milliken President and CEO
2020 Out & Equal Workplace Summit Presenter

Together, We Listen to Learn

RACE RELATIONS ROUNDTABLES

The deaths of Ahmaud Arbery, Breonna Taylor, George Floyd, and so many others, coupled with the inequities related to the COVID-19 pandemic, shined a light on the systemic racism that runs throughout the United States. In June, we opened honest dialogue at Milliken with the first of many Race Relations Roundtables. *I Don’t See Color!*—a virtual open forum for an unscripted, honest, and safe conversation about the realities minorities face daily—allowed our teams to share stories of lived racism. Together, we committed to learn, to change, and to act.



AGNES SMITH STUCKEY

Plant Supply Chain Lead
Keystone Plant, Chemical

“We can change lives across the whole global company. It’s not coming from one individual—anyone who wants to be involved can be a voice to make a change that is going to impact lives.”

OUR ASSOCIATE COMMUNITY



INCLUSION IN ACTION



Milliken believes that all injuries are preventable, all health risks are controllable, and management is accountable.

—EXCERPT FROM MILLIKEN'S SAFETY POLICY

KEEPING DATA SAFE AND SECURE

Our focus on digitalization is guided by our desire to do the right thing—period. With advancements in data comes increased risk. We know that securing data privacy and continually improving our privacy protections are simply the right thing to do. We are increasingly interconnected and want everyone, from customers to suppliers to our associates, to trust our ability to keep their data safe and secure.

2,600+

Associates completed 100% of at least seven safety courses

1,000+

Associates trained in cyber and privacy protection

ZERO

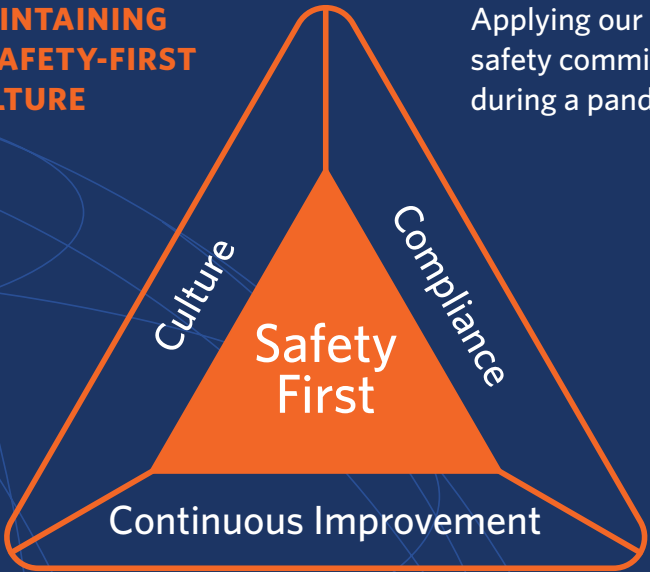
Data privacy breaches

TERESITA YOUNG

Advanced Practitioner, Consulting Services

"Start with small changes that turn into wins. You'll start to believe in safety processes and yourself."

MAINTAINING A SAFETY-FIRST CULTURE



"I came from the military and find the same camaraderie at Milliken. We keep each other safe."

DANIEL CROCKER

Engineering Services
Dewey Plant, Chemical

49 sites

Lost-time injury free for more than 1 year

14 sites

Lost-time injury free for over 1 million exposure hours since last injury

2 sites

Lost-time injury free for over 10 million exposure hours since last injury

NIGEL WEST

Sr. Director
IS Operations and Security

"Your privacy rights are important. We apply our safety-first culture to protect your data."

7,500+
Preventative
Events Tracked

14,000+
COVID-19 Behavioral
Safety Audits

245,000+
COVID-19 Behavioral
Observations

ZERO
Lost-Time Incidents
Due to COVID-19



LEADERSHIP AND COMPLIANCE

“All of us are engaged to find solutions. It’s key to empowering our teams to do the right thing.”

Jennifer Reid

*Plant Manager
Dewey Plant, Chemical*

Jennifer received the Leadership Award as part of the 2020 Milliken Honors program for leading her plant through COVID-19 safely and serves as a role model for others

Leading with Purpose

NEW LEADERSHIP MODEL

Corporations have obligations that go beyond profitability. They should be good corporate citizens and add value to the communities where they operate. They must support the well-being and professional development of their employees around the world. Recognizing this mandate and taking steps towards these broader responsibilities support the long-term success of the enterprise. We know that the strength of our collective leadership capabilities is critical to delivering our long-term strategic plan. Our new leadership model serves as the foundation for building our leadership skills and directly supporting 2025 sustainability goals—and beyond.

“The data is very clear that companies that focus on doing the right things over time have higher returns.”

HALSEY COOK

President and CEO
Milliken & Company
*Citing Ethisphere data at National Geographic
Circular Economy Forum Event, February 2020*

COMMITTED TO ETHICS

ONE OF SEVEN
14-TIME HONOREES

FOR WORLD’S MOST ETHICAL COMPANIES

132 companies
across 51 industries
and 21 countries

DESIGNATED AS THE WORLD’S MOST
ETHICAL COMPANIES



“A great leader drives sustainable performance by bringing our values to life.”

CRAIG HAYDAMACK

SVP, Chief Human Resources Officer



INTEGRITY DEPENDS ON SPEAKING UP

Our HelpLine safeguards anyone wishing to report an ethical concern.

- Anonymous Reporting
- 24/7 Assistance
- Multiple Languages
- Third-Party Managed

ANTI-CORRUPTION COMMITMENT



- 77% North America
- 12% Europe
- 9% Asia
- 2% Other Regions

CODE OF CONDUCT

100%

ASSOCIATES AFFIRM CODE OF CONDUCT

6

LANGUAGES AVAILABLE FOR OUR ASSOCIATE CODE OF CONDUCT

100%

NEW SUPPLIERS AFFIRM SUPPLIER CODE OF CONDUCT

5

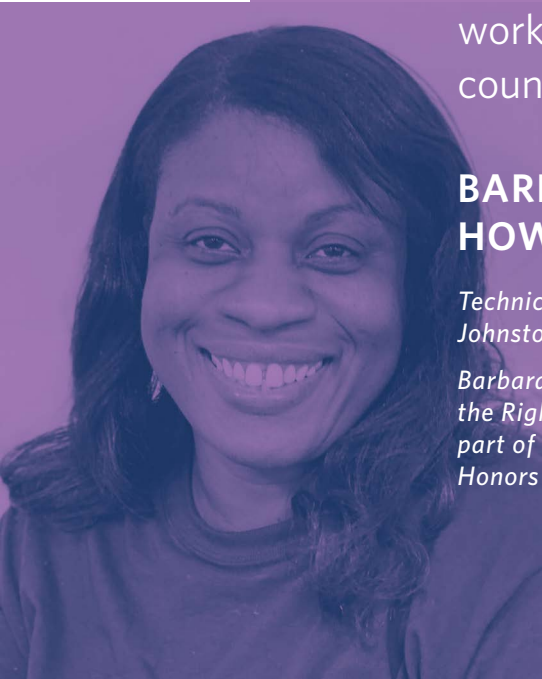
LANGUAGES AVAILABLE FOR OUR SUPPLIER CODE OF CONDUCT

100%

COMPLETION OF ONLINE TRAINING BY MANAGEMENT ASSOCIATES

75+

ONLINE TRAINING COURSES



“When I came to Milliken, I learned to work as a team and count on each other.”

BARBARA HOWARD

Technician
Johnston Plant, Textile
Barbara received the Do the Right Thing Award as part of the 2020 Milliken Honors program

0 INCIDENTS OF CORRUPTION

100% new suppliers confirmed commitment to anti-corruption

100%

COMPLETION OF ANTI-CORRUPTION TRAINING



“My passion is to help individuals reach their potential, so we can lead with purpose at Milliken.”

OTTILIA SCANLON

Director, Learning and Development



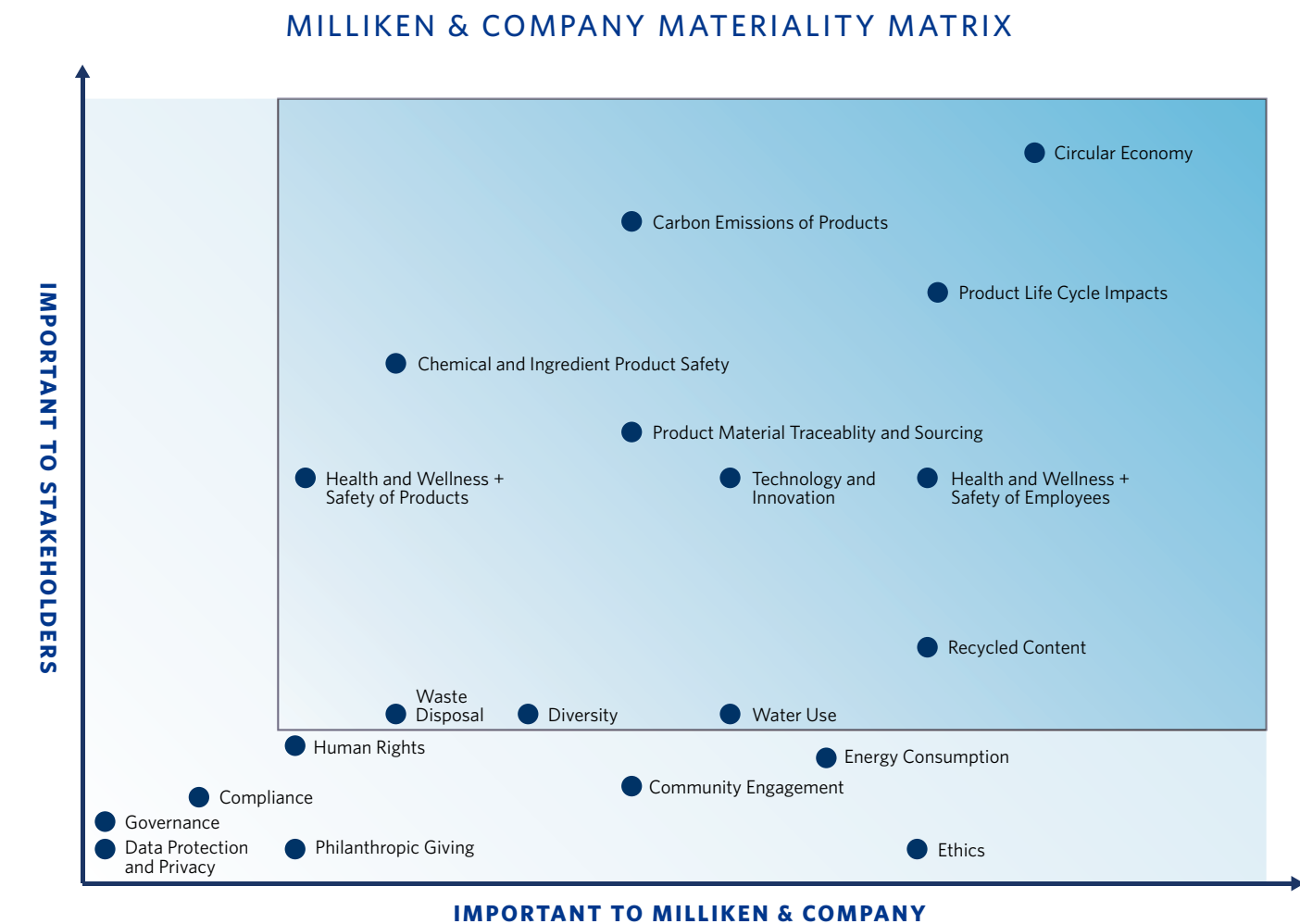
INDEX

Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress

Halsey Cook

Milliken President and CEO

Supporting the UN Global Compact since 2019—a voluntary leadership platform for the development, implementation, and disclosure of responsible business practices



To determine Milliken sustainability initiatives most important to external stakeholders, results from an external stakeholder survey were ranked and plotted based on frequency of participant response. To determine company sustainability topics most important to Milliken’s internal stakeholders, results from a cross-functional associate survey were ranked and plotted based on frequency of response.

MILLIKEN & COMPANY

Stakeholder Engagement Process Defined

MATERIALITY DEFINED
Stakeholder Engagement and Report Materiality

Milliken & Company’s commitment to sustainability includes a commitment to meaningful collaboration. We work with our stakeholders, partners, and team members to determine what we report, with the intent to hold ourselves accountable and invite important dialogues within our industries.

We seek to involve stakeholders in varying degrees, from simple, one-way monitoring of stakeholders’ actions and communications, to cooperative dialogues focused on mutual learning, collaboration, and understanding. To help guide our decision-making process for this report, Milliken engaged customers, nongovernmental organizations, and sustainability subject matter experts along with a cross-functional group of global Milliken associates to provide honest and open feedback on our sustainability performance, challenges and opportunities.

Establishing our priorities in sustainability is a complex process involving a combination of tactics: corporate introspection, environmental and community impacts, and stakeholder engagement beyond traditional business analytics. Through this broad mix, Milliken is working to mitigate risks while leveraging opportunities that improve our business, our world, and well-being for all in our value chain.

Stakeholder Engagement Principles

- Increasing Innovation: Business as usual is not enough. We must continue our heritage of innovating and exceed what we believe is possible.
- Prioritizing Customer Focus: Milliken succeeds if we keep the customer foremost in our mind, linking our initiatives with efforts that provide our customers with the greatest value.
- Heightening Global Understanding: Our activities must be viewed with a global lens, from managing a complex supply chain to understanding and appreciating the different cultures with which we interact.
- Enhancing Transparency and Accountability: Enriched strategic reporting will clarify our impacts and help us monitor progress each year.
- Engaging in Meaningful Collaborations: To achieve our aspirations at the necessary scale, we need to seek out driven, curious collaborators.
- Embracing Materiality: Advancing Milliken’s sustainability program includes moving beyond our normal business considerations to engage with broader material issues.



2020 CONSOLIDATED GLOBAL REPORTING INITIATIVE INDEX AND UN GLOBAL COMPACT COMMUNICATION ON PROGRESS

Supporting international efforts towards transparency and accountability, we prepared our 2020 Sustainability Report in alignment with the Global Reporting Initiative’s (GRI) “GRI Standards: Core Option” (2016), third party verified by WAP Sustainability Consulting. Our GRI Index is a supplement to our 2020 Sustainability Report. The required information is either in the Disclosure Description or in the location referenced in the Disclosure Description.

We also present our progress regarding the UN Global Compact (UNGC) principles in the chart below. The UNGC is a strategic initiative for companies that align their strategies and operations within ten universally recognized principles related to human rights, labor, environment, and anti-corruption. Milliken has been a signatory of the UNGC since 2019. This serves as our annual Communication on Progress in implementing the principles of the UNGC and supporting broader UN Goals.

2020 Milliken Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress			
GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives
102-1	Organization Name	"Milliken" refers to the entire global business operations for the 2020 calendar year of privately-owned Milliken & Company and all of its wholly-owned subsidiaries, including its divisions Milliken Textiles, Milliken Chemical, Milliken Flooring and Milliken Healthcare; and its brands Performance Solutions by Milliken, milliCare, Ontera by Milliken, Westex by Milliken, SiVance, LLC, Polartec, Andover and Milliken Healthcare Products, LLC.	
102-2	Brands, Products, Services	A research company with deep material science expertise, we offer solutions in chemicals, textiles, flooring, healthcare and consulting/training services.	
102-3	Headquarters Location	Spartanburg, South Carolina, USA	
102-4	Operations Locations	Company locations described on page 3 of Sustainability Report	
102-5	Ownership/Legal Form	Milliken is a private company.	
102-6	Markets Served	We serve global markets via our manufacturing facilities in the United States, Mexico, United Kingdom, Belgium, France, China and Australia. Our sales offices, showrooms, development laboratories and technical support centers extend our global market reach into diversified markets based primarily in chemicals, textiles, flooring and healthcare bandages.	
102-7	Scale	8800+ total suppliers globally; 7400+ associates globally	
102-8	Employee Information	Approximately 7,400 associates globally; 82% in Americas, 12% Europe, Middle East & Africa, 6% Asia; 99% Full-time; 62% diverse associates	UNGC Principle 6 SDG 8
102-9	Supply Chain	9500 + total suppliers globally; approximately 1500 new suppliers in 2020 globally (78% in North America, 16% in Europe, 6% in Asia); 100% of new suppliers affirm the Supplier Code of Conduct; Supplier Code of Conduct is available in 6 languages	
102-10	Changes to Company	Acquisition of Borchers	
102-11	Precautionary Principle	We apply the precautionary approach to identifying and addressing longer-term environmental, social and governance issues that may impact our business, customers and communities, including global climate change. Our Audit Committee of the Board of Directors has oversight responsibility for risk assessment and risk management practices. Our policies and procedures, including our Environmental Policy, Safety Policy, Quality Policy, Responsible Care Policy as well as our Associate	UNGC Principles 7,8,9

		Code of Conduct and Supplier Code of Conduct provide additional guidance on our approach to sustainability. Our commitment to these specific policies and Codes, as well as industry best practices and collaboration with external experts helps to inform our environmental, social and governance risk assessments.	
102-12	External Initiatives	Alliance to End Plastic Waste, United Nations Global Compact, National Geographic Creative Partners, Polypropylene Coalition of The Recycling Partnership, Association of Plastic Recyclers	
102-13	Association Memberships	We are members of numerous organizations, including: Alliance to End Plastic Waste, Association of Plastic Recyclers (APR), Plastics Recyclers Europe, The Recycling Partnership, Plastics Industry Association (PLASTICS), Sustainable Packaging Coalition	
102-14	Senior Decision-Maker Statement	CEO Letter on page 6 of Sustainability Report	
102-16	Values, Principles, Standards	Our purpose, values, and vision as well as our principles and expectations are communicated to our associates in our Associate Code of Conduct and to our suppliers in our Supplier Code of Conduct.	UNGC Principles 1-10 SDG 16
102-17	Mechanisms for Ethics Concerns	We promote a “speak up culture.” A third-party helpline exists for reporting misconduct. Anyone can make a report either online or via a phone number that is available 24 hours/day in multiple languages. The reporting mechanism is communicated in our Associate Code of Conduct, Supplier Code of Conduct, Company website, posters in our production facilities and in other training communications. Reports can be made anonymously where permitted by law. Reporters can communicate with our investigator anonymously throughout the process if desired to share new information or pose follow-up questions. Milliken adheres to a strict non-retaliation policy for good faith claims and reports twice a year to the Audit Committee of the Board of Directors on misconduct investigations.	UNGC Principle 10 SDG 16
102-18	Governance Structure	Milliken’s Board provides oversight to our 2025 strategy and its enablers, which includes sustainability and the Milliken Performance System. Our Board reviews critical sustainability concerns as they arise (across 5 board meetings annually), and formally reviews economic, environmental and social risks twice annually. The Board is actively engaged with management on related topics, such as management of human capital, sustainability goals and diversity and inclusion. There are 4 board committees (Finance, Audit, Human Resources & Compensation, Nominating & Governance), each chaired by a director of the board and committee members are all directors. The Audit Committee oversees effective internal controls.	
102-40	List of Stakeholder Groups	A materiality assessment was performed in 2019 to determine material issues for all stakeholders. Internal stakeholders included our associates, 200+ of whom received an internal sustainability survey. External stakeholders included other scientists, community leaders, customers, suppliers, academics, non-governmental organizations, and public officials. For our customers, we determine priorities in a variety of ways including through direct engagement, a formal materiality assessment, monitoring public commitments and tracking questions in customer surveys.	
102-41	Collective Bargaining Agreements	3.4% of associates covered by collective bargaining agreements	UNGC Principle 3 SDG 8
102-42	Identifying and Selecting Stakeholders	Milliken Engagement Stakeholder Process in Sustainability Report.	

102-43	Approach to Stakeholder Engagement	Milliken Engagement Stakeholder Process in Sustainability Report.	
102-44	Key Topics and Concerns Raised	Milliken’s “Materiality Matrix” in of Sustainability Report.	
102-45	Entities in Consolidated Financials	In this Report, "Milliken" refers to the entire global business operations for the 2020 calendar year of privately-owned Milliken & Company and all of its wholly-owned subsidiaries, including its divisions Milliken Performance & Protective Textiles, Milliken Chemical, Milliken Floor Covering and Milliken Healthcare; and its brands Performance Solutions by Milliken, milliCare, Ontera by Milliken, Westex by Milliken, SiVance, LLC; Polartec and Andover Healthcare are included within the boundary of this Report’s metrics. Borchers is excluded from the boundary of this Report’s metrics; however, Borchers is included in stories and highlights within the Report.	
102-46	Defining Reporting Content and Topic Boundaries		
102-47	List of Material Topics	Milliken’s “Materiality Matrix” in Sustainability Report.	
102-48	Restatements of Information	Historical data may be modified to reflect changes in business structure, as well as improvements in data collection and accuracy. Restatements can result from acquisitions, and divestitures. Milliken’s 2020 restatements are all within the Planet goals, in the 300-series indicators and indicator 403.	
102-49	Changes in Reporting	We have made improvements in how we collect and report our data, and historical data in this document has been modified where possible to reflect that.	
102-50	Reporting Period	2020 calendar year	
102-51	Date of Most Recent Report	2019 Sustainability Report	
102-52	Reporting Cycle	Annually	
102-53	Contact Report Questions	sustainability@milliken.com	
102-54	Reporting in Accordance with GRI Standards	Milliken’s 2020 Sustainability Report has been prepared in accordance with GRI Standards: Core Option.	
102-55	GRI Content Index	Our 2020 GRI Index is included within our PDF 2020 Sustainability Report.	
102-56	External Assurance	Milliken’s 2020 Sustainability Report was third party verified by WAP Sustainability Consulting.	
103-1	Management Approach	Management Approach to Enterprise-Wide Sustainability Governance: Sustainability is a key enabler of Milliken’s 2025 Strategy and one of Milliken’s core values. The success of our people, planet and product goals requires a cross-functional approach, as numerous enablers work together to advance sustainability and our 2025 Strategy (including, but not limited to key enablers: Talent, Digitalization and the Milliken Performance System). Sustainability’s executive sponsor is the Chief Administrative Officer, reporting directly to the CEO. The Chief Administrative Officer chairs the Sustainability Steering Committee, consisting of the senior leaders who lead one or more of our twelve 2025 sustainability goals, against which progress is reported publicly in Milliken’s annual Sustainability Report. The Sustainability Steering Committee meets at least quarterly and reports on the status of progress on each sustainability goal. Milliken’s new capital expenditure projects are reviewed for impacts on our sustainability goals. Milliken’s leadership compensation is based, in part, on successful performance of the enablers, including sustainability.	
103-2			
103-3			

2020 Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress			
GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives
ANTI-CORRUPTION Management Approach Milliken conducts business in accordance with the highest ethical and legal standards. Specific associate expectations are provided in our Code of Conduct. The Code of Conduct is acknowledged by all associates annually. The Code of Conduct and Board Addendum are acknowledged by all directors annually. Newly hired or acquired associates also acknowledge the Code of Conduct as part of an onboarding process. All associates participate in annual compliance training covering a variety of subject matters, including the Associate Code of Conduct. All associates with online access complete online, annual global anti-corruption training. New managers receive in-person training on ethics, including anti-corruption. Ethics and compliance is managed by an Ethics and Compliance Steering Committee that consists of the Chief Executive Officer, Chief Financial Officer, Chief Administrative Officer, Chief Human Resources Officer, General Counsel and Sustainability Director. In addition, the Compliance Federation, a cross-functional, global collaboration meets quarterly to assess risks, training strategies and strategic compliance initiatives.			
205-1	Operations Assessed for Corruption Risk	Milliken globally assesses operations for corruption, relying on Milliken’s legal representation in North America, Europe and Asia, as well as the Compliance Federation. In 2020, Milliken completed an ethics and compliance third-party review and successfully received an Ethics Inside Certification by third-party Ethisphere.	UNGC Principle 10 SDG 16
205-2	Communication and Training Anti-Corruption Policies and Procedures	Milliken’s ethics policies are available in an online policy manual, including anti-corruption and conflict of interest policies. Milliken annually trains new managers as well as online training for all exempt associates on anti-corruption. In 2020, 2700+ associates were trained in anti-corruption with 100% successfully completing assigned training courses.	UNGC Principle 10 SDG 16
205-3	Confirmed Corruption Incidents and Actions Taken	In 2020, Milliken had no substantiated claims of anti-corruption violations, including no public claims or cases regarding corruption.	UNGC Principle 10 SDG 16

2020 Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress

GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives																																																																								
ENERGY, WATER, EMISSIONS, WASTE Management Approach <p>Our Environmental Policy commits Milliken to operating our plants and facilities in a manner that protects the quality of our environment and to conserve our natural resources. Manufacturing is energy intensive. Our environmental goals include reducing indexed Greenhouse Gas Emissions by 25% and increasing renewable energy to 100,000MWh by 2025. For purposes of tracking environmental violations for our sustainability report, we define an environmental violation as any consent order or fine issued to a Milliken facility or any spill or release to the environment that requires immediate regulatory notification (reportable quantity exceedance, etc.). Consistent with the Greenhouse Gas Protocol, Milliken's Planet Goals, targets, and associated baselines are adjusted to reflect the impact of acquired companies one year after acquisition and remove divested companies from Milliken's measured performance. Our product mixture (processing/lightweighting) negatively affects our efforts to reduce intensity metrics, temporary plant closures during the COVID-19 pandemic since volume processed is our preferred denominator for intensity. In 2020, we expanded our planet projects program to include both corporate and division planet impact projects. We standardized reporting and performance tools to better aggregate impact and create uniform tools to track and report progress.</p>																																																																											
302-1	Energy Consumption within Organization (a,b,e)	<table border="1"> <thead> <tr> <th></th><th>2018 Restated</th><th>2019 Restated</th><th>2020</th></tr> </thead> <tbody> <tr> <td>NON-RENEWABLE ENERGY</td><td></td><td></td><td></td></tr> <tr> <td>Purchased Electricity (MWh)</td><td>719,899</td><td>702,226</td><td>611,864</td></tr> <tr> <td>Natural Gas Combustion (MWh)</td><td>1,092,983</td><td>1,120,500</td><td>893,200</td></tr> <tr> <td>Coal Combustion (MWh)</td><td>304,535</td><td>219,520</td><td>191,404</td></tr> <tr> <td>#2 Fuel Oil Combustion (MWh)</td><td>623</td><td>196</td><td>253</td></tr> <tr> <td>#6 Fuel Oil Combustion (MWh)</td><td>250</td><td>-</td><td>12</td></tr> <tr> <td>Propane Combustion (MWh)</td><td>1,150</td><td>481</td><td>2,655</td></tr> <tr> <td>Waste Oil/Hydrocarbon Combustion (MWh)</td><td>1,215</td><td>1,390</td><td>1,714</td></tr> <tr> <td>Purchased District Steam (MWh)</td><td>6,200</td><td>5,678</td><td>5,152</td></tr> <tr> <td>Landfill Gas Combustion (MWh)</td><td>25,383</td><td>24,272</td><td>25,903</td></tr> <tr> <td>TOTAL NON-RENEWABLE ENERGY (MWh)</td><td>2,152,238</td><td>2,074,263</td><td>1,732,157</td></tr> <tr> <td>RENEWABLE ENERGY</td><td></td><td></td><td></td></tr> <tr> <td>Onsite Solar (MWh)</td><td>45</td><td>109</td><td>221</td></tr> <tr> <td>Certified Renewable Power (MWh)</td><td>-</td><td>4,791</td><td>16,501</td></tr> <tr> <td>Renewable Energy Credits (MWh)</td><td>1,192</td><td>5,100</td><td>33,300</td></tr> <tr> <td>TOTAL RENEWABLE ENERGY (MWh)</td><td>1,237</td><td>10,000</td><td>50,022</td></tr> <tr> <td>TOTAL ENERGY (MWh)</td><td>2,151,091</td><td>2,064,481</td><td>1,682,577</td></tr> </tbody> </table>		2018 Restated	2019 Restated	2020	NON-RENEWABLE ENERGY				Purchased Electricity (MWh)	719,899	702,226	611,864	Natural Gas Combustion (MWh)	1,092,983	1,120,500	893,200	Coal Combustion (MWh)	304,535	219,520	191,404	#2 Fuel Oil Combustion (MWh)	623	196	253	#6 Fuel Oil Combustion (MWh)	250	-	12	Propane Combustion (MWh)	1,150	481	2,655	Waste Oil/Hydrocarbon Combustion (MWh)	1,215	1,390	1,714	Purchased District Steam (MWh)	6,200	5,678	5,152	Landfill Gas Combustion (MWh)	25,383	24,272	25,903	TOTAL NON-RENEWABLE ENERGY (MWh)	2,152,238	2,074,263	1,732,157	RENEWABLE ENERGY				Onsite Solar (MWh)	45	109	221	Certified Renewable Power (MWh)	-	4,791	16,501	Renewable Energy Credits (MWh)	1,192	5,100	33,300	TOTAL RENEWABLE ENERGY (MWh)	1,237	10,000	50,022	TOTAL ENERGY (MWh)	2,151,091	2,064,481	1,682,577	UNGC Principles 7 and 8 SDG 7,8,12,13
	2018 Restated	2019 Restated	2020																																																																								
NON-RENEWABLE ENERGY																																																																											
Purchased Electricity (MWh)	719,899	702,226	611,864																																																																								
Natural Gas Combustion (MWh)	1,092,983	1,120,500	893,200																																																																								
Coal Combustion (MWh)	304,535	219,520	191,404																																																																								
#2 Fuel Oil Combustion (MWh)	623	196	253																																																																								
#6 Fuel Oil Combustion (MWh)	250	-	12																																																																								
Propane Combustion (MWh)	1,150	481	2,655																																																																								
Waste Oil/Hydrocarbon Combustion (MWh)	1,215	1,390	1,714																																																																								
Purchased District Steam (MWh)	6,200	5,678	5,152																																																																								
Landfill Gas Combustion (MWh)	25,383	24,272	25,903																																																																								
TOTAL NON-RENEWABLE ENERGY (MWh)	2,152,238	2,074,263	1,732,157																																																																								
RENEWABLE ENERGY																																																																											
Onsite Solar (MWh)	45	109	221																																																																								
Certified Renewable Power (MWh)	-	4,791	16,501																																																																								
Renewable Energy Credits (MWh)	1,192	5,100	33,300																																																																								
TOTAL RENEWABLE ENERGY (MWh)	1,237	10,000	50,022																																																																								
TOTAL ENERGY (MWh)	2,151,091	2,064,481	1,682,577																																																																								

		TOTAL ENERGY = Total Non-Renewable Energy + Onsite Solar – Certified Renewable Power – Renewable Energy Credits					
302-3	Energy Intensity			2018 Restated	2019 Restated	2020	UNGC Principle 8 SDG 7, 8, 12, 13
		NON-RENEWABLE ENERGY	Purchased Electricity Intensity (MWh/MT)	1.531	1.607	1.736	
			Natural Gas Combustion Intensity (MWh/MT)	2.325	2.564	2.534	
			Coal Combustion Intensity (MWh/MT)	0.648	0.502	0.543	
			#2 Fuel Oil Combustion Intensity (MWh/MT)	0.001	0.000	0.001	
			#6 Fuel Oil Combustion Intensity (MWh/MT)	0.001	0.000	0.000	
			Propane Combustion Intensity (MWh/MT)	0.002	0.001	0.008	
			Waste Oil/Hydrocarbon Combustion Intensity (MWh/MT)	0.003	0.003	0.005	
			Purchased District Steam Intensity (MWh/MT)	0.013	0.013	0.015	
			Landfill Gas Combustion Intensity (MWh/MT)	0.054	0.056	0.073	
			TOTAL NON-RENEWABLE ENERGY INTENSITY (MWh/MT)	4.578	4.746	4.915	
		RENEWABLE ENERGY	Onsite Solar Intensity (MWh/MT)	0.000	0.000	0.001	
			Certified Renewable Power Intensity (MWh/MT)	0.000	0.011	0.047	
			Renewable Energy Credits Intensity (MWh/MT)	0.003	0.012	0.094	
			TOTAL RENEWABLE ENERGY INTENSITY (MWh/MT)	0.003	0.023	0.142	
	TOTAL ENERGY INTENSITY (MWh/MT)	4.575	4.724	4.774			

303-1	Water Withdrawal by Source		2018 Restated	2019 Restated	2020	UNGC Principle 8 SDG 6
		Surface Water (Gal)	1,663,441,224	1,559,151,424	1,297,104,570	
		Public Water Supply (Gal)	915,162,923	907,512,340	763,641,521	
		Groundwater (Gal)	562,508,287	564,228,559	289,203,347	
		TOTAL WATER WITHDRAWAL (Gal)	3,141,112,434	3,030,892,323	2,349,949,438	
			2018 Restated	2019 Restated	2020	
		Surface Water Intensity (Gal/lb)	1.605	1.618	1.669	
		Public Water Supply Intensity (Gal/lb)	0.883	0.942	0.983	
		Groundwater Intensity (Gal/lb)	0.543	0.586	0.372	
303-4	Water Discharge by Area		2018 Restated	2019 Restated	2020	UNGC Principle 8 SDG 6
		Water Discharged to Receiving Stream (Gal)	2,554,761,432	2,502,157,441	1,892,029,878	
		Water Applied to Land (Gal)	5,337,741	4,234,552	5,024,170	
		Water Discharged to Off-Site Treatment (Gal)	431,048,846	382,967,206	328,496,905	
		Water Discharged to Other (Gal)	149,964,415	141,533,124	124,398,485	
		TOTAL WATER DISCHARGED (Gal)	3,141,112,434	3,030,892,323	2,349,949,438	

		<table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Water Discharged to Receiving Stream Intensity (Gal/lb)</td><td>2.465</td><td>2.597</td><td>2.435</td></tr><tr><td>Water Applied to Land Intensity (Gal/lb)</td><td>0.005</td><td>0.004</td><td>0.006</td></tr><tr><td>Water Discharged to Off-Site Treatment Intensity (Gal/lb)</td><td>0.416</td><td>0.397</td><td>0.423</td></tr><tr><td>Water Discharged to Other Intensity (Gal/lb)</td><td>0.145</td><td>0.147</td><td>0.160</td></tr><tr><td>TOTAL WATER DISCHARGED INTENSITY (Gal/lb)</td><td>3.030</td><td>3.146</td><td>3.024</td></tr></table> <p>Note: Water Discharged to Other includes water lost by evaporation, etc.</p>		2018 Restated	2019 Restated	2020	Water Discharged to Receiving Stream Intensity (Gal/lb)	2.465	2.597	2.435	Water Applied to Land Intensity (Gal/lb)	0.005	0.004	0.006	Water Discharged to Off-Site Treatment Intensity (Gal/lb)	0.416	0.397	0.423	Water Discharged to Other Intensity (Gal/lb)	0.145	0.147	0.160	TOTAL WATER DISCHARGED INTENSITY (Gal/lb)	3.030	3.146	3.024	
	2018 Restated	2019 Restated	2020																								
Water Discharged to Receiving Stream Intensity (Gal/lb)	2.465	2.597	2.435																								
Water Applied to Land Intensity (Gal/lb)	0.005	0.004	0.006																								
Water Discharged to Off-Site Treatment Intensity (Gal/lb)	0.416	0.397	0.423																								
Water Discharged to Other Intensity (Gal/lb)	0.145	0.147	0.160																								
TOTAL WATER DISCHARGED INTENSITY (Gal/lb)	3.030	3.146	3.024																								
304-3	Biodiversity: Habitats protected or preserved	The nationally recognized Milliken Arboretum contains 300 acres, more than 250 cultivars and is open every day to the public, subject to pandemic precautions.	SDG 6																								
305-1	Direct (Scope 1) GHG Emissions	<table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Scope 1 GHG Emissions (MT CO2e)</td><td>320,454</td><td>294,552</td><td>242,710</td></tr><tr><td>Scope 2 GHG Emissions (MT CO2e)</td><td>360,571</td><td>292,314</td><td>247,936</td></tr><tr><td>GHG Offsets (MT CO2e)</td><td>(1,172)</td><td>(952)</td><td>(2,215)</td></tr><tr><td>Renewable Energy Credits (MT CO2e)</td><td>(1,192)</td><td>(2,418)</td><td>(18,755)</td></tr><tr><td>TOTAL SCOPE 1+2 GHG EMISSIONS (MT CO2e)</td><td>678,661</td><td>583,496</td><td>469,675</td></tr></table> <p>GHG Emission Sources: Purchased Electricity, Natural Gas Combustion, Coal Combustion, #2 Fuel Oil Combustion, #6 Fuel Oil Combustion, Landfill Gas Combustion, Propane Combustion, Waste Oil/Hydrocarbon Combustion, Purchased Steam, Trucking and Lease Fleet</p>		2018 Restated	2019 Restated	2020	Scope 1 GHG Emissions (MT CO2e)	320,454	294,552	242,710	Scope 2 GHG Emissions (MT CO2e)	360,571	292,314	247,936	GHG Offsets (MT CO2e)	(1,172)	(952)	(2,215)	Renewable Energy Credits (MT CO2e)	(1,192)	(2,418)	(18,755)	TOTAL SCOPE 1+2 GHG EMISSIONS (MT CO2e)	678,661	583,496	469,675	UNGC Principles 7 and 8 SDG 3,12,13,14,15
	2018 Restated	2019 Restated	2020																								
Scope 1 GHG Emissions (MT CO2e)	320,454	294,552	242,710																								
Scope 2 GHG Emissions (MT CO2e)	360,571	292,314	247,936																								
GHG Offsets (MT CO2e)	(1,172)	(952)	(2,215)																								
Renewable Energy Credits (MT CO2e)	(1,192)	(2,418)	(18,755)																								
TOTAL SCOPE 1+2 GHG EMISSIONS (MT CO2e)	678,661	583,496	469,675																								
305-2	Indirect (Scope 2) GHG Emissions		UNGC Principles 7 and 8 SDG 3,12,13,14,15																								
305-4	GHG Emissions Intensity	<table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Scope 1 GHG Emissions Intensity (MT CO2e/MT)</td><td>0.682</td><td>0.674</td><td>0.689</td></tr><tr><td>Scope 2 GHG Emissions Intensity (MT CO2e/MT)</td><td>0.767</td><td>0.669</td><td>0.703</td></tr></table>		2018 Restated	2019 Restated	2020	Scope 1 GHG Emissions Intensity (MT CO2e/MT)	0.682	0.674	0.689	Scope 2 GHG Emissions Intensity (MT CO2e/MT)	0.767	0.669	0.703	UNGC Principle 8 SDG 13,14,15												
	2018 Restated	2019 Restated	2020																								
Scope 1 GHG Emissions Intensity (MT CO2e/MT)	0.682	0.674	0.689																								
Scope 2 GHG Emissions Intensity (MT CO2e/MT)	0.767	0.669	0.703																								

		GHG Offsets Intensity (MT CO2e/MT)	(0.002)	(0.002)	(0.006)																																													
		Renewable Energy Credits Intensity (MT CO2e/MT)	(0.003)	(0.006)	(0.053)																																													
		TOTAL SCOPE 1+2 GHG EMISSIONS INTENSITY (MT CO2e/MT)	1.443	1.335	1.333																																													
306-1	Water Discharge by Destination	<table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Water Discharged to Receiving Stream (Gal)</td><td>2,554,761,432</td><td>2,502,157,441</td><td>1,892,029,878</td></tr><tr><td>Water Applied to Land (Gal)</td><td>5,337,741</td><td>4,234,552</td><td>5,024,170</td></tr><tr><td>Water Discharged to Off-Site Treatment (Gal)</td><td>431,048,846</td><td>382,967,206</td><td>328,496,905</td></tr><tr><td>Water Discharged to Other (Gal)</td><td>149,964,415</td><td>141,533,124</td><td>124,398,485</td></tr><tr><td>TOTAL WATER DISCHARGED (Gal)</td><td>3,141,112,434</td><td>3,030,892,323</td><td>2,349,949,438</td></tr></table> <table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Water Discharged to Receiving Stream Intensity (Gal/lb)</td><td>2.465</td><td>2.597</td><td>2.435</td></tr><tr><td>Water Applied to Land Intensity (Gal/lb)</td><td>0.005</td><td>0.004</td><td>0.006</td></tr><tr><td>Water Discharged to Off-Site Treatment Intensity (Gal/lb)</td><td>0.416</td><td>0.397</td><td>0.423</td></tr><tr><td>Water Discharged to Other Intensity (Gal/lb)</td><td>0.145</td><td>0.147</td><td>0.160</td></tr></table>					2018 Restated	2019 Restated	2020	Water Discharged to Receiving Stream (Gal)	2,554,761,432	2,502,157,441	1,892,029,878	Water Applied to Land (Gal)	5,337,741	4,234,552	5,024,170	Water Discharged to Off-Site Treatment (Gal)	431,048,846	382,967,206	328,496,905	Water Discharged to Other (Gal)	149,964,415	141,533,124	124,398,485	TOTAL WATER DISCHARGED (Gal)	3,141,112,434	3,030,892,323	2,349,949,438		2018 Restated	2019 Restated	2020	Water Discharged to Receiving Stream Intensity (Gal/lb)	2.465	2.597	2.435	Water Applied to Land Intensity (Gal/lb)	0.005	0.004	0.006	Water Discharged to Off-Site Treatment Intensity (Gal/lb)	0.416	0.397	0.423	Water Discharged to Other Intensity (Gal/lb)	0.145	0.147	0.160	UNGC Principles 7,8,9 SDG 3,6
	2018 Restated	2019 Restated	2020																																															
Water Discharged to Receiving Stream (Gal)	2,554,761,432	2,502,157,441	1,892,029,878																																															
Water Applied to Land (Gal)	5,337,741	4,234,552	5,024,170																																															
Water Discharged to Off-Site Treatment (Gal)	431,048,846	382,967,206	328,496,905																																															
Water Discharged to Other (Gal)	149,964,415	141,533,124	124,398,485																																															
TOTAL WATER DISCHARGED (Gal)	3,141,112,434	3,030,892,323	2,349,949,438																																															
	2018 Restated	2019 Restated	2020																																															
Water Discharged to Receiving Stream Intensity (Gal/lb)	2.465	2.597	2.435																																															
Water Applied to Land Intensity (Gal/lb)	0.005	0.004	0.006																																															
Water Discharged to Off-Site Treatment Intensity (Gal/lb)	0.416	0.397	0.423																																															
Water Discharged to Other Intensity (Gal/lb)	0.145	0.147	0.160																																															

		<table><tr><td>TOTAL WATER DISCHARGED INTENSITY (Gal/lb)</td><td>3.030</td><td>3.146</td><td>3.024</td></tr></table>	TOTAL WATER DISCHARGED INTENSITY (Gal/lb)	3.030	3.146	3.024																																																													
TOTAL WATER DISCHARGED INTENSITY (Gal/lb)	3.030	3.146	3.024																																																																
Note: Water Discharged to Other includes water lost by evaporation, etc.																																																																			
306-2	Waste by Type and Disposal Method	<table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Recycled and Reused Waste Intensity (lb/1000-lb)</td><td>66.211</td><td>68.667</td><td>76.806</td></tr><tr><td>Waste to Energy Waste Intensity (lb/1000-lb)</td><td>27.652</td><td>32.124</td><td>28.655</td></tr><tr><td>Mass Treated Waste Intensity (lb/1000-lb)</td><td>1.642</td><td>1.278</td><td>2.656</td></tr><tr><td>Landfill Waste Intensity (lb/1000-lb)</td><td>6.518</td><td>14.267</td><td>7.223</td></tr><tr><td>Composted Waste Intensity (lb/1000-lb)</td><td>4.877</td><td>4.956</td><td>6.261</td></tr><tr><td>Wastewater Biosolids Mass Change (lb/1000-lb)</td><td>3.813</td><td>-8.421</td><td>-12.857</td></tr><tr><td>TOTAL WASTE INTENSITY (lb/1000-lb)</td><td>110.714</td><td>112.872</td><td>108.743</td></tr></table> <table><tr><td></td><td>2018 Restated</td><td>2019 Restated</td><td>2020</td></tr><tr><td>Recycled and Reused (lb)</td><td>68,628,896</td><td>66,163,264</td><td>59,679,756</td></tr><tr><td>Waste to Energy (lb)</td><td>28,661,676</td><td>30,952,022</td><td>22,265,571</td></tr><tr><td>Mass Treated (lb)</td><td>1,702,372</td><td>1,231,860</td><td>2,063,586</td></tr><tr><td>Landfill (lb)</td><td>6,756,338</td><td>13,747,097</td><td>5,612,357</td></tr><tr><td>Composted (lb)</td><td>5,055,152</td><td>4,775,519</td><td>4,864,809</td></tr><tr><td>Wastewater Biosolid Mass Change (lb)</td><td>3,952,456</td><td>(8,114,302)</td><td>(9,990,431)</td></tr><tr><td>TOTAL WASTE (lb)</td><td>114,756,890</td><td>108,755,460</td><td>84,495,648</td></tr></table>		2018 Restated	2019 Restated	2020	Recycled and Reused Waste Intensity (lb/1000-lb)	66.211	68.667	76.806	Waste to Energy Waste Intensity (lb/1000-lb)	27.652	32.124	28.655	Mass Treated Waste Intensity (lb/1000-lb)	1.642	1.278	2.656	Landfill Waste Intensity (lb/1000-lb)	6.518	14.267	7.223	Composted Waste Intensity (lb/1000-lb)	4.877	4.956	6.261	Wastewater Biosolids Mass Change (lb/1000-lb)	3.813	-8.421	-12.857	TOTAL WASTE INTENSITY (lb/1000-lb)	110.714	112.872	108.743		2018 Restated	2019 Restated	2020	Recycled and Reused (lb)	68,628,896	66,163,264	59,679,756	Waste to Energy (lb)	28,661,676	30,952,022	22,265,571	Mass Treated (lb)	1,702,372	1,231,860	2,063,586	Landfill (lb)	6,756,338	13,747,097	5,612,357	Composted (lb)	5,055,152	4,775,519	4,864,809	Wastewater Biosolid Mass Change (lb)	3,952,456	(8,114,302)	(9,990,431)	TOTAL WASTE (lb)	114,756,890	108,755,460	84,495,648	UNGC Principle 8 SDG 3,6,11,12
	2018 Restated	2019 Restated	2020																																																																
Recycled and Reused Waste Intensity (lb/1000-lb)	66.211	68.667	76.806																																																																
Waste to Energy Waste Intensity (lb/1000-lb)	27.652	32.124	28.655																																																																
Mass Treated Waste Intensity (lb/1000-lb)	1.642	1.278	2.656																																																																
Landfill Waste Intensity (lb/1000-lb)	6.518	14.267	7.223																																																																
Composted Waste Intensity (lb/1000-lb)	4.877	4.956	6.261																																																																
Wastewater Biosolids Mass Change (lb/1000-lb)	3.813	-8.421	-12.857																																																																
TOTAL WASTE INTENSITY (lb/1000-lb)	110.714	112.872	108.743																																																																
	2018 Restated	2019 Restated	2020																																																																
Recycled and Reused (lb)	68,628,896	66,163,264	59,679,756																																																																
Waste to Energy (lb)	28,661,676	30,952,022	22,265,571																																																																
Mass Treated (lb)	1,702,372	1,231,860	2,063,586																																																																
Landfill (lb)	6,756,338	13,747,097	5,612,357																																																																
Composted (lb)	5,055,152	4,775,519	4,864,809																																																																
Wastewater Biosolid Mass Change (lb)	3,952,456	(8,114,302)	(9,990,431)																																																																
TOTAL WASTE (lb)	114,756,890	108,755,460	84,495,648																																																																

			2018 Restated	2019 Restated	2020	
		Recycled and Reused (MT)	31,130	30,011	27,071	
		Waste to Energy (MT)	13,001	14,040	10,100	
		Mass Treated (MT)	772	559	936	
		Landfill (MT)	3,065	6,236	2,546	
		Composted (MT)	2,293	2,166	2,207	
		Wastewater Biosolid Mass Change (MT)	1,793	(3,681)	(4,532)	
		TOTAL WASTE (MT)	52,053	49,331	38,327	
		All waste described in this Section 306-2 is non-hazardous. Wastewater Biosolid Mass Change is determined by estimating the wet mass generated by Milliken’s wastewater treatment processes during the reporting year. Due to the intermittent nature of biosolid removal activities at some of Milliken’s locations, the biosolids may not be sent off-site for disposal during the reporting year.				

2020 Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress			
GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives
OCCUPATIONAL HEALTH & SAFETY <i>Management Approach</i> The safety and health of our people is of primary importance to Milliken. Our Associate Code of Conduct states that the health and safety of ourselves and our fellow associates is of paramount importance to everyone at Milliken. Our goal is to provide an injury-free workplace by following strict safety and health rules and practices including: (1) Requiring every Company location to have an active, associate-led safety program that is strongly supported by its management team; (2) Rigorously adhering to established safety procedures, following safety practices and avoiding shortcuts; (3) Providing a secure working environment and responding quickly to any internal or external threats; (4) Prohibiting the possession of weapons at any time on Company property unless specifically authorized; (5) Prohibiting substance abuse. While compliance with all applicable laws, regulations and recordkeeping requirements is mandatory, the Company seeks to surpass the legally required minimums. It is our intent to avoid any injuries and to continue being recognized as a global leader in safety. In addition to our Code of Conduct, Milliken’s Safety Policy states that we will devote resources to train our people to perform their jobs safely, to ensure equipment can be operated in a safe manner, to eliminate workplace hazards, and to comply with applicable safety and health laws and regulations. Milliken believes that all injuries are preventable, all health risks are controllable, and management is accountable.			
403-1	Occupational Health & Safety	Milliken’s safety management system follows the plan-do-check-act principles (or a comparable variation/naming system of these principles). Milliken maintains internal practices and local requirements to manage health and safety hazards associated with its work environment. It tracks performance, operational controls, and compliance against these requirements through a variety of monitoring and measurement processes. Monitoring activities include hazard assessments, evaluations, team and location assessments, third-party validation testing and audits. Objectives and targets (goals) are developed for monitoring culture, compliance and continual improvement. Most Milliken sites have a formal joint management-worker health and safety committee. Milliken also elects to participate in the U.S. OSHA Voluntary Protection Program (VPP), a program that recognizes and promotes effective safety and health management. Each VPP site is audited by OSHA on a 3 to 5-year basis to ensure a safe and healthy work environment and continued improvements in our safety and health processes. Milliken has 23 VPP sites in the United States.	SDG 3, 8

2020 Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress			
GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives
DIVERSITY <i>Management Approach</i> At Milliken, we believe that creating a diverse and inclusive workplace is not only the right thing to do, but also a critical contributor to our business growth and success. It can be a differentiator in the global competitive marketplace. One of our 2025 Sustainability Goals is a commitment to create a more inclusive associate community, using the same continuous improvement skills that have been so vital to Milliken’s legacy and reputation in manufacturing excellence. In October 2017, Milliken launched a Diversity and Inclusion Council. The Council is led by our Director of Diversity and Inclusion, who reports directly to the Chief Human Resources Officer and strives to intentionally foster an authentic culture where all associates are valued, respected, engaged and feel a sense of belonging. Milliken realizes our commitment to building and maintaining a diverse and inclusive culture is a long-term challenge and commitment. While our Sustainability Scorecard reports on U.S. diversity (measured by gender and race) in managers (representing exempt associates), our diversity and inclusion strategy is a commitment to much more than this single metric, it includes training, recruitment, retention, associate commitment and engagement, our ability to have complex diversity and inclusion discussions in a trusting workplace, policies and procedures as well as community engagement, honoring our commitment to the CEO Action Pledge for Diversity and Inclusion. We define diversity, at Milliken, as welcoming all people and inclusion as valuing and embracing their differences and perspectives. We believe that promoting an inclusive culture enables business results, defines Milliken as a career destination, and positively impacts our community.			
405-1	Diversity of Governance Bodies and Employees	39% of diverse managers 42% of diverse boards of directors 64% male; 36% female Our Sustainability Report discloses a diversity metric (measured by gender and race) in managers (representing exempt associates) in the U.S., our diversity and inclusion strategy is a commitment to much more than this single metric. See Goals Progress; D&I in People.	UNGC Principle 6 SDG 5,8, 10
2020 Consolidated Global Reporting Initiative Index and UN Global Compact Communication on Progress			
GRI Standard	Disclosure	Disclosure Description	Connection to United Nations Initiatives
CUSTOMER PRIVACY <i>Management Approach</i> Milliken adopted principles to govern the processing of personal information, except as specifically provided by supplementary policies or as required by applicable laws or regulations. For Milliken, “personal information” must (i) only be processed lawfully, fairly and in a transparent manner (“lawfulness, fairness and transparency”); (ii) be obtained only for specified, explicit, and legitimate purposes, and not further processed in any manner incompatible with those purposes (“purpose limitation”); (iii) be adequate, relevant and not excessive in relation to the purposes for which it is processed (“data minimization”); (iv) be accurate and, if necessary, kept current, as appropriate to the purposes for which it is processed (“accuracy”); (v) not be kept in a form that permits identification of the individual for longer than necessary for the permitted purposes (“storage limitation”); and (vi) be processed in a manner that ensures appropriate security of the personal information, including protection against unauthorized or unlawful processing and against accidental loss, destruction or damage, using appropriate technical or organizational measures (“integrity and confidentiality”). Milliken agrees to be responsible for and be able to demonstrate compliance with these principles. Our management approach is further described in Milliken’s General Data Protection Policy available at Milliken.com/privacy .			
418-1	Customer Privacy	Milliken received no substantiated complaints concerning breaches of customer privacy.	SDG 9, 16

Our sustainability efforts are driven by you—all our associates doing the right thing each day, all the people benefiting from our products, all those in the communities we serve, and the future generations that depend on a healthier tomorrow. Our 2020 report cover includes a collection of images meant to represent the many individuals that come together to make a positive impact.

LEARN MORE ABOUT SUSTAINABILITY AT MILLIKEN
SUSTAINABILITY.MILLIKEN.COM



@MillikenandCo | #DiscoverMilliken