



GENDER PAY GAP REPORT 2021

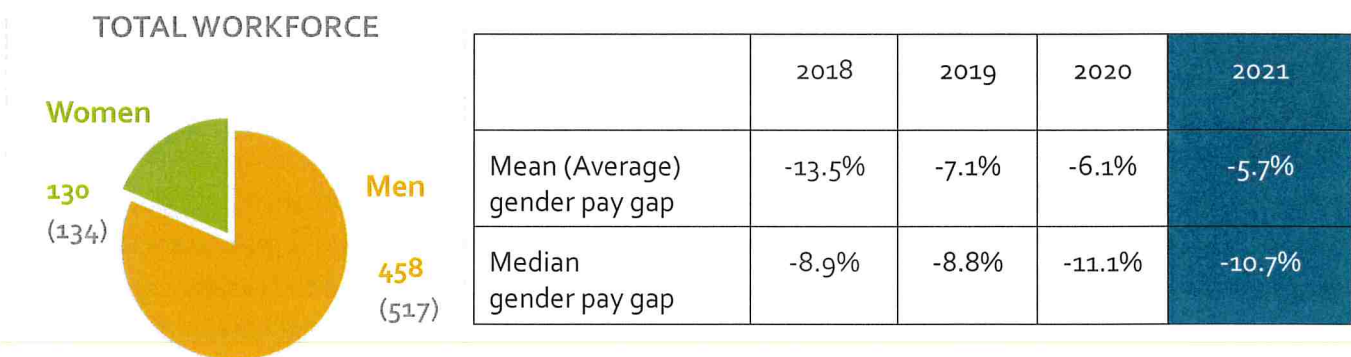
Milliken Industrials Limited ("Milliken") employs 588 UK-based associates which is just under a 10% decrease since 2020. A large majority of associates work in manufacturing roles, and the rest occupy support service and corporate roles. To comply with the Equality Act 2010, we supply an annual Gender Pay Report, which identifies differences between male and female associates based on hourly pay rates and bonuses. Also included in the report is information regarding initiatives taken to rectify any inequality issues identified.

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 fifteenth year of recognition. We reinforce our belief in ethics via our annual associate's commitment to the Code of Conduct. We are an equal opportunities employer operating an Equal Opportunities policy and a Diversity and Inclusion policy.

GENDER PAY GAP REPORT: 5 APRIL 2021

The figures shown were arrived at by using the standards as set out by the Government Equalities Office.

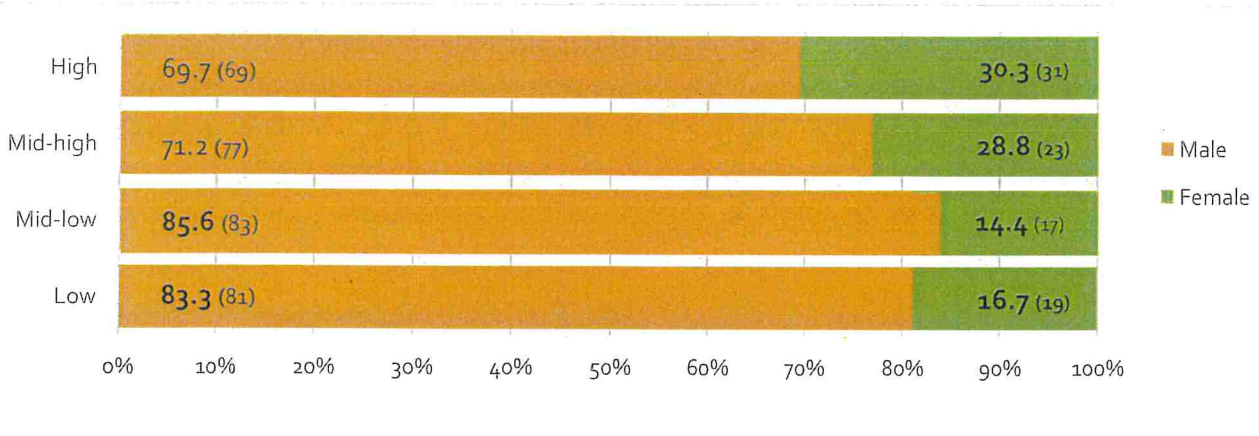


Numbers in brackets are 2020 figures

As in previous years of reporting, there is a gender pay gap in favour of women at Milliken. The reason is a larger number of men versus women are employed in the lower paid manufacturing roles. The roles predominantly occupied by women at Milliken are administration, sales and management (i.e. these are generally higher paid roles than those in manufacturing). The number of women employed as a proportion of the total workforce continues to grow year on year since we started reporting in 2017. This is mainly due to our increased number of women placed in manufacturing roles. This upwards trend of employing women into roles previously occupied mainly by men, we believe, demonstrates our efforts to address the lower number of females versus males within the Company.

SALARY QUARTILE BANDS

Percentage of female and males in each salary quartile band. *Numbers in brackets are 2020 figures.*



The number of women employed at the High and Mid-high quartiles remains consistently the largest percentages for women employed. This identifies our efforts to see a more balanced number of male versus female managers (and senior managers) within Milliken.

BONUS PAYMENTS

Proportion of employees who receive a bonus:



| | 2018 | 2019 | 2020 | 2021 |
|-------------------------------------|----------|---------|--------|-------|
| Mean (Average) bonus gender pay gap | -128.1% | -73.9% | -78.9% | -9.3% |
| Median bonus gender pay gap | -1983.3% | -108.3% | -150% | -3.8% |


The percentage of males and females who have received a bonus is much higher than in previous years. This is due to the introduction of a new bonus which included a cohort of male and female associates from all parts of the business who previously had not received a bonus. This has altered the results significantly when compared to earlier years, with both the mean and median pay gap differential between males and females narrowing hugely. While the results still show a gap in favour for females, there is a much more even percentage of those receiving a bonus between the two genders than has ever been reported before.

CONCLUSIONS AND RECOMMENDATIONS

The increased proportion of women employed within the workforce is very encouraging. We continue initiatives to promote diversity and inclusion and to support the Milliken Women's Network, which targets developing and mentoring our female associates. Milliken aims to be a workplace where both women and men enjoy a meaningful and successful career.

The information in this report is accurate as at the snapshot date 5 April 2021.

For **Milliken Industrials Limited**


Jeremy Graham, VP HR Director Europe

February 2022