

2021 GRI INDEX

TOGETHER FOR TOMORROW

Milliken™



2021 Milliken Global Reporting Initiative Index Disclosures

Our 2021 Sustainability Report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core Option (2016) to support international efforts toward transparency and accountability. The Global Reporting Initiative (GRI) is an independent international organization that helps businesses, governments, and other organizations understand and communicate their sustainability impacts.

GRI STANDARD	DISCLOSURE LANGUAGE	MILLIKEN 2021 RESPONSE																												
GENERAL DISCLOSURES																														
102-1	Organization Name	"Milliken" refers to the entire global business operations for the 2021 calendar year of privately-owned Milliken & Company and all of its wholly-owned subsidiaries, including its divisions Milliken Textiles, Milliken Chemical, Milliken Floor Covering and Milliken Healthcare; and its brands Performance Solutions by Milliken, 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, floor covering, healthcare, and consulting/training services.																												
102-3	Headquarters Location	Spartanburg, South Carolina, USA																												
102-4	Operations Location	70+ global locations across 14 countries including 44 plants, 18 offices/labs, 6 distribution centers, 10 showrooms.																												
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/Number of Employees	8,900+ total suppliers globally; 8,300+ associates globally; 886,348,822 total lbs of production; Milliken operates with a healthy balance of debt to equity.																												
102-8	Employee Information	<table border="1"> <thead> <tr> <th></th> <th></th> <th>Permanent Employees</th> <th>Temporary (includes third party)</th> </tr> </thead> <tbody> <tr> <td>All Employees</td> <td>% Total all</td> <td>88</td> <td>12</td> </tr> <tr> <td rowspan="3">Gender</td> <td>% Female</td> <td>37</td> <td>31</td> </tr> <tr> <td>% Male</td> <td>62</td> <td>58</td> </tr> <tr> <td>% Not Captured</td> <td>1</td> <td>11</td> </tr> <tr> <td rowspan="3">Region</td> <td>% Americas</td> <td>80</td> <td>93</td> </tr> <tr> <td>% Europe, Middle East, Africa</td> <td>13</td> <td>5</td> </tr> <tr> <td>% Asia-Pacific</td> <td>6</td> <td>2</td> </tr> </tbody> </table>			Permanent Employees	Temporary (includes third party)	All Employees	% Total all	88	12	Gender	% Female	37	31	% Male	62	58	% Not Captured	1	11	Region	% Americas	80	93	% Europe, Middle East, Africa	13	5	% Asia-Pacific	6	2
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		<i>Note: At times, total percentages do not add exactly to 100, based on rounding.</i>																												
102-9	Supply Chain	8,900 + total suppliers globally. Approximately 75% of our global spend is with suppliers in the U.S., 8% with suppliers in China, 7% with EU countries, 5% with the U.K., and 4% from other countries. By vendor count, approximately 56% are U.S. suppliers, 15% EU, 8% China, 8% U.K., 3% Brazil, 2% India, 2% Australia, 1% Canada, and 1% Mexico. 100% of new suppliers affirm our Supplier Code of Conduct, which is available in 6 languages. Approximately 11% of total suppliers are direct suppliers, meaning they provide raw materials that go directly into final products. The remaining indirect suppliers provide a variety of support services and materials.																												
102-10	Changes to Company	Acquisition of ZebraChem, Encapsys, and divestiture of Millicare																												
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 climate risk. 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 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 help to inform our environmental, social, and governance risk assessments.																												
102-12	External Initiatives	Some key external initiatives include the Alliance to End Plastic Waste, United Nations Global Compact, Polypropylene Coalition, The Recycling Partnership, Association of Plastic Recyclers, Accelerating Circularity, CEO Action for Diversity and Inclusion, and the Science-Based Targets Initiative.																												
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, U.S. Green Building Council, and Accelerating Circularity.																												
102-14	Senior Decision Maker Statement	CEO Letter																												

102-15	Key Impacts, Risks, Opportunities	Our Sustainability Materiality Assessment identifies and covers Milliken's primary social, economic, and environmental impacts, including impacts on our stakeholders. Our approach to continuous improvement across these areas is driven by our 2025 Sustainability Goals, which includes goals related to people, product, and planet. The goals are supported by strong governance which includes quarterly evaluation among senior leaders, the CEO, and the Board. Milliken also has a robust enterprise risk management approach and in 2021, Milliken conducted a climate risk assessment and integrated findings with the broader enterprise approach. Strong data, robust governance, and the integration of risk management allows Milliken to adapt and improve our sustainability work. One notable example in 2021 was Milliken's choice to commit to SBTi's Corporate Net-Zero Standard.
102-16	Values, Principles, Standards	Our purpose, values, and vision as well as our principles and expectations are communicated to our associates and our directors in our Code of Conduct and to our suppliers in our Supplier Code of Conduct.
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 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 investigators 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.
102-18	Governance Structure	Milliken's Board provides oversight to our 2025 Strategy and its enablers, which includes sustainability. 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 2021 to determine material issues for all stakeholders. Internal stakeholders included our associates, 180+ of whom received an internal sustainability survey. The external survey went to 140+ external stakeholders including customers, representatives in local and state government, nongovernmental organizations, relevant trade associations, as well as other scientists and sustainability subject matter experts. For our customers, we determine priorities in a variety of ways including through direct engagement, a formal materiality assessment, monitoring public commitments, and insights from customer surveys.
102-41	Collective Bargaining Agreements	3.4% of associates covered by collective bargaining agreements
102-42	Identifying and Selecting Stakeholders	To help guide our decision-making process for this report, Milliken in 2021 conducted our third materiality assessment and surveyed 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 Milliken's impacts on the economy, the environment, and people, including impacts on human rights. Our response rate among external stakeholders was 44%, and it was 64% for Milliken associates. The sustainability materiality assessment included questions on our current sustainability work and impact, as well as questions on emerging sustainability priorities. Valuable quantitative data is summarized in the Milliken & Company Materiality Matrix and these topics are prioritized throughout our report and will drive our future sustainability efforts. The rank and placement of other topics in the matrix should not be interpreted as low priority items, rather the rankings suggest respondents were less concerned with these items as current key priorities to sustainability, and imply different tactics, ranging from a focus on continuing important work and communicating, to internal improvement, or continued focus on compliance, and monitoring.

102-43	Approach to Stakeholder Engagement	<p>Milliken's commitment to sustainability is based on continual learning and meaningful collaboration. We work with our stakeholders to define what we report, with the intent to hold ourselves accountable and invite important dialogues within our industries.</p> <p>Although important, results from our formal sustainability assessment are only one source of data among many that shape Milliken's sustainability priorities and strategy. Establishing our priorities in sustainability is a complex process involving a combination of tactics: corporate introspection, environmental and community impacts, evolving ESG reporting standards and expectations, engagement across our industries, 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.</p> <p>Our approach to stakeholder engagement focuses on:</p> <ul style="list-style-type: none"> • 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 when 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 understating and appreciating the different cultures with which we interact. • MAINTAINING LOCAL PERSPECTIVE: Our impacts must be understood at the community level, creating the possibility of tailored solutions for on-the-ground sustainability challenges. • 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 strategy includes moving beyond our normal business considerations to engage with broader material issues. • INCLUSIVE PARTICIPATION: Milliken is better positioned to address sustainability challenges when problem definition and problem solving are inclusive processes.
102-44	Key Topics and Concerns Raised	<p>PEOPLE</p> <ul style="list-style-type: none"> • Diversity, equity, and inclusion • Workforce health and safety • Ethics and human rights • Community engagement • Data protection and privacy <p>PRODUCT</p> <ul style="list-style-type: none"> • Circular economy • Product sustainability impacts* • Carbon emissions of value chain • Product material traceability and sourcing <p>PLANET</p> <ul style="list-style-type: none"> • Carbon emissions of operations • Waste and recycling • Climate risk • Water risk • Hazardous waste <p><i>*Includes environmental, health, and safety of products</i></p>
102-45	Entities in Consolidated Financials	In this Report, "Milliken" refers to the entire global business operations for the 2021 calendar year of privately owned Milliken & Company and all of its wholly-owned subsidiaries, including its key businesses Milliken Textiles, Milliken Chemical, Milliken Floor Covering, and Milliken Healthcare; and its brands Performance Solutions by Milliken, Ontera by Milliken, Westex by Milliken, SiVance, LLC; Polartec, Borchers, and Andover Healthcare are also included within the boundary of this Report's metrics. Encapsys, LLC and Zebra-chem are excluded from the boundary of this Report's metrics.
102-46	Defining Reporting Content and Topic Boundaries	Milliken strives for an inclusive process that ensures a complete, accurate report on material issues. When possible, Milliken aligns with available standards and guidelines that define reporting boundaries including, for example, relevant ISO standards (including, for example, ISO 14064), GHG Protocol Corporate Accounting and Reporting Standard, GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard, U.S. Office of Management and Budget Standards for Maintaining Collecting and Presenting Federal Data on Race and Ethnicity, and U.S. Occupational Safety and Health Administration standards. Boundaries are further defined through our materiality assessments, which integrates input from customers, representatives in local and state government, nongovernmental organizations, relevant trade associations, other scientists, and subject matter experts, along with a cross functional group of Milliken associates. To ensure quality reporting, the report is reviewed by senior leadership at Milliken and by an external sustainability consultant. Specific topics receive higher levels of assurance, such as the independent limited assurance on GHG emissions data for Scope 1 and Scope 2 of our GHG Inventory for 2018 and 2021.

102-47	List of Material Topics	Diversity, equity, and inclusion; workforce health and safety; ethics and human rights; community engagement; data protection and privacy; circular economy; product sustainability impacts; carbon emissions of value chain; product material traceability and sourcing; carbon emissions of operations; waste and recycling; climate risk; water risk; and hazardous waste.
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, such as a recent review and improvements to our GHG Inventory and internal standard practice instructions. 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. Restatements may also result from acquisitions and divestitures.
102-49	Changes in Reporting	Our 2021 stakeholder engagement process emphasized an increased importance of carbon emissions in operations, carbon emissions across the value chain, and the importance of climate risk. In this report, we also restated our Product Goal for new products and placed reporting on our People Goals first given our understanding that putting a focus on people first is critical to achieving our sustainability strategy.
102-50	Reporting Period	2021 calendar year
102-51	Date of Most Recent Report	2020 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 2021 Sustainability Report has been prepared in accordance with GRI Standards: Core Option (2016), unless otherwise indicated.
102-55	GRI Content Index	Our 2021 GRI Index is included within our 2021 Sustainability Report.
102-56	External Assurance	Milliken's 2021 Sustainability Report was third-party verified by WAP Sustainability Consulting to be in accordance with GRI Standards: Core Option (2016), unless otherwise indicated.
103-1	Material Topic and its Boundary	Sustainability includes the material topics identified in the key topics from our stakeholder engagement process. Our boundary includes one or more of these categories: our suppliers, operations and our customers.
103-2	Management Approach	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. Sustainability commitments are included in both our Code of Conduct and our Supplier Code of Conduct.
103-3	Evaluation of Management Approach	Sustainability's executive sponsor is our General Counsel and Senior Vice President, reporting directly to the CEO. The Sustainability function reports 13 times per year to the Senior Leadership Team, which consists 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, as well as to the key business presidents and CEO. 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.
ANTI-CORRUPTION		
103-1	Material Topic and its Boundary	Corruption is included in our ethics and human rights material topic identified during our stakeholder engagement process. We are expected by our stakeholders to demonstrate our values, including our commitment to integrity. Our boundary includes suppliers, our operations, and our customers.
103-2	Management Approach	Our ethics and compliance function is managed by an Ethics and Compliance Steering Committee that consists of the Chief Executive Officer, Chief Financial Officer, Chief Human Resources Officer, General Counsel, and Sustainability Vice President. In addition, our Global Compliance Federation reports to the Ethics and Compliance Steering Committee and includes a cross-functional, global collaboration that meets quarterly to assess risks, develop training strategies, and refine strategic compliance initiatives.
103-3	Evaluation of 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 and 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 Code of Conduct. All associates with online access complete online, annual global anti-corruption training. Depending on internal COVID protocols, new managers receive in-person training on ethics, including anti-corruption.
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 Global Compliance Federation. In 2020, Milliken completed an ethics and compliance third-party review and successfully received an Ethics Inside Certification by third-party Ethisphere for the period 2020-2022.
205-2	Communication and Training Anti-Corruption Policies and Procedures	Milliken's ethics policies are available in an online policy hub, 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 2021, 3000+ associates were trained in anti-corruption with 100% successfully completing assigned training courses.
205-3	Confirmed Corruption and Actions Taken	In 2021, Milliken had no substantiated claims of anti-corruption violations, including no public claims or cases regarding corruption.

ENERGY		
103-1	Material Topic and its Boundary	Manufacturing is energy intensive. Carbon emissions of our operations and value chain are material topics identified from our stakeholder engagement process. Our boundary includes our operations.
103-2	Management Approach	Our Planet Goals include reducing indexed Greenhouse Gas Emissions by 25% and increasing renewable energy to 100,000MWh by 2025. Our energy management program focuses on implementing energy-reduction initiatives. Businesses review and select projects and efficiency improvements to achieve energy and greenhouse gas emissions reductions and report them into centralized databases.
103-3	Evaluation of Management Approach	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. In 2021, we continued to expand our planet program to include both corporate and key business planet impact projects. We standardized reporting and performance tools to better aggregate impact and create uniform tools to track and report progress. 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. Some of our product mixture changes and light weighting trends negatively impact our efforts to reduce intensity metrics. Temporary plant closures during the COVID-19 pandemic had similar impacts since volume processed is our preferred denominator for intensity.

302-1	Energy Consumption within Organization					
			2018 Restated	2019 Restated	2020 Restated	2021
NON-RENEWABLE ENERGY	Purchased Electricity (MWh)	733,025	705,349	574,213	569,080	
	Natural Gas Combustion (MWh)	1,111,797	1,155,281	930,156	1,064,958	
	Coal Combustion (MWh)	304,535	219,519	191,403	199,204	
	#2 Fuel Oil Combustion (MWh)	701.00	282.00	353.00	636.00	
	#6 Fuel Oil Combustion (MWh)	250.00	0.00	11.00	0.00	
	Propane Combustion (MWh)	1,186.00	516.00	2,690.00	2,889.00	
	Waste Oil/Hydrocarbon Combustion (MWh)	1,215.00	1,390.00	1,714.00	1,176.00	
	Purchased District Steam (MWh)	6,200.00	5,678.00	5,152.00	5,197.00	
	Landfill Gas Combustion (MWh)	25,383.00	24,272.00	25,903.00	26,489.00	
	TOTAL NON-RENEWABLE ENERGY (MWh)	2,184,292	2,112,287	1,731,595	1,869,629	
	RENEWABLE ENERGY	Onsite Solar (MWh)	0.00	109	221	221
		Certified Renewable Power (MWh)	0.00	4791	16501	17103
		Renewable Energy Credits (MWh)	0.00	5100	33300	80286
		TOTAL RENEWABLE ENERGY (MWh)	0.00	10,000	50,022	97,610
TOTAL ENERGY (MWh)		2,184,292	2,122,287	1,781,617	1,967,239	

302-3	Energy Intensity: (MWh Energy Usage per Metric Ton Production)				
		2018 Restated	2019 Restated	2020 Restated	2021
NON-RENEWABLE ENERGY	Purchased Electricity Intensity (MWh/MT)	1.48	1.54	1.53	1.42
	Natural Gas Combustion Intensity (MWh/MT)	2.25	2.52	2.48	2.65
	Coal Combustion Intensity (MWh/MT)	0.62	0.48	0.51	0.50
	#2 Fuel Oil Combustion Intensity (MWh/MT)	0.00	0.00	0.00	0.00
	#6 Fuel Oil Combustion Intensity (MWh/MT)	0.00	0.00	0.00	0.00
	Propane Combustion Intensity (MWh/MT)	0.00	0.00	0.01	0.01
	Waste Oil/Hydrocarbon Combustion Intensity (MWh/MT)	0.00	0.00	0.00	0.00
	Purchased District Steam Intensity (MWh/MT)	0.01	0.01	0.01	0.01
	Landfill Gas Combustion Intensity (MWh/MT)	0.05	0.05	0.07	0.07
	TOTAL NON-RENEWABLE ENERGY INTENSITY (MWh/MT)	4.41	4.61	4.62	4.65
RENEWABLE ENERGY	Onsite Solar Intensity (MWh/MT)	0.00	0.00	0.00	0.00
	Certified Renewable Power Intensity (MWh/MT)	0.00	0.01	0.04	0.04
	Renewable Energy Credits Intensity (MWh/MT)	0.00	0.01	0.09	0.20
	TOTAL RENEWABLE ENERGY INTENSITY (MWh/MT)	0.00	0.02	0.13	0.24
TOTAL ENERGY INTENSITY (MWh/MT)		4.41	4.63	4.76	4.89

WATER		
103-1	Material Topic and its Boundary	Manufacturing is water intensive. Water risk is a material topic identified from our stakeholder engagement process. Our boundary includes our operations.
103-2	Management Approach	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. We report on progress of our water reduction goals including annual performance and latest thinking toward our 2025 Sustainability Goals to our Board of Directors. We maintain policies, procedures, data collection systems, and monthly meetings for monitoring water-related issues. The senior executives responsible for performance of our sustainability goals, including water reduction, meet at least 13 times a year.
103-3	Evaluation of Management Approach	Milliken sites report data on water supply and discharge in a corporate, centralized database with specific reporting requirements. We report annually on our 2025 Planet Goal to reduce indexed water use by 25%. We also capture data monthly to drive our water reduction initiatives. We also use the WRI Aqueduct tool for our manufacturing and research sites to determine percentage of water withdrawal from water-stressed areas.

		2018 Restated	2019 Restated	2020 Restated	2021		
303-1	Water Withdrawal by Source	Surface Water (Gal)	1,669,102,224	1,564,556,574	1,302,304,870	1,450,689,326	
		Public Water Supply (Gal)	942,911,437	917,188,583	768,302,750	860,660,322	
		Groundwater (Gal)	774,759,405	901,083,906	679,153,941	828,585,480	
		TOTAL WATER WITHDRAWAL (Gal)	3,386,773,066	3,382,829,063	2,749,761,561	3,139,935,128	
				2018 Restated	2019 Restated	2020 Restated	2021
		Surface Water Intensity (Gal/lb)	1.53	1.55	1.58	1.64	
		Public Water Supply Intensity (Gal/lb)	0.86	0.91	0.93	0.97	
		Groundwater Intensity (Gal/lb)	0.71	0.89	0.82	0.93	
		TOTAL WATER WITHDRAWAL INTENSITY (Gal/lb)	3.10	3.35	3.33	3.54	

EMISSIONS

103-1	Material Topic and its Boundary	Manufacturing is energy intensive. Carbon emissions of our operations and value chain are material topics identified from our stakeholder engagement process. Our boundary includes our operations.															
103-2	Management Approach	Our Planet Goals include reducing indexed Greenhouse Gas Emissions by 25% and increasing renewable energy to 100,000MwH by 2025. Our energy management program focuses on implementing energy-reduction initiatives. Businesses review and select projects and efficiency improvements to achieve energy and greenhouse gas emissions reductions and report them into centralized databases. Milliken uses an operational control approach.															
103-3	Evaluation of Management Approach	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. In 2021, we continued to expand our planet 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. 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. Some of our product mixture changes and light weighting trends negatively impact our efforts to reduce intensity metrics. Temporary plant closures during the COVID-19 pandemic had similar impacts since volume processed is our preferred denominator for intensity.															
305-1	Direct GHG Emissions	<table border="1"> <thead> <tr> <th></th> <th>2018 Restated</th> <th>2019 Restated</th> <th>2020 Restated</th> <th>2021</th> </tr> </thead> <tbody> <tr> <td>Scope 1 GHG Emissions (MT CO₂e)</td> <td>323,886</td> <td>300,811</td> <td>249,401</td> <td>280,304</td> </tr> <tr> <td>Biogenic Emissions (MT CO₂e)</td> <td>12,125</td> <td>11,595</td> <td>12,376</td> <td>12,654</td> </tr> </tbody> </table> <p><i>GHG emissions include the following gases: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃</i> <i>GHG offsets are not included in the total Scope 1+2 GHG emissions.</i> <i>Biogenic emissions are included in the total Scope 1+2 GHG emissions.</i></p>		2018 Restated	2019 Restated	2020 Restated	2021	Scope 1 GHG Emissions (MT CO ₂ e)	323,886	300,811	249,401	280,304	Biogenic Emissions (MT CO ₂ e)	12,125	11,595	12,376	12,654
	2018 Restated	2019 Restated	2020 Restated	2021													
Scope 1 GHG Emissions (MT CO ₂ e)	323,886	300,811	249,401	280,304													
Biogenic Emissions (MT CO ₂ e)	12,125	11,595	12,376	12,654													

		2018 Restated	2019 Restated	2020 Restated	2021	
305-2	Indirect GHG Emissions	Scope 2 GHG Emissions Market-based (MT CO ₂ e)	309,372	298,421	226,008	209,143
		Scope 2 GHG Emissions Location-based (MT CO ₂ e)	305,458	298,567	241,866	276,619
		TOTAL SCOPE 1+2 MARKET BASED GHG EMISSIONS (MT CO ₂ e)	633,258	599,232	475,409	489,447
		GHG Offsets (MT CO ₂ e)	0	0	2,215	19,512
		Biogenic Emissions (MT CO ₂ e)	12,125	11,595	12,376	12,654
		<i>GHG emissions include the following gases: CO₂, CH₄, N₂O, HFCs, PFCs, SF₆, NF₃</i> <i>GHG offsets are not included in the total Scope 1+2 GHG emissions.</i> <i>Biogenic emissions are included in the total Scope 1+2 GHG emissions.</i>				

		2018 Restated	2019 Restated	2020 Restated	2021	
305-3	Scope 3 GHG Emissions	Scope 3 Upstream GHG Emissions (MT CO ₂ e)	1,340,858	1,405,015	1,280,610	1,411,391
		Scope 3 Downstream GHG Emissions (MT CO ₂ e)	262,254	242,972	198,452	213,082
		TOTAL SCOPE 3 GHG EMISSIONS (MT CO ₂ e)	1,603,112	1,647,987	1,479,062	1,624,473
<i>Milliken employed the Scope 3 Evaluator to estimate our value chain emissions. The tool was created in collaboration between Quantis and the GHG Protocol and is an approved method under the Science Based Targets Initiative and in accordance with the Corporate Value Chain Accounting and Reporting Standard.</i>						

		2018 Restated	2019 Restated	2020 Restated	2021	
305-4	GHG Emissions Intensity	Scope 1 GHG Emissions Intensity (MT CO ₂ e/MT)	0.65	0.66	0.67	0.70
		Scope 2 GHG Emissions Market-based Intensity (MT CO ₂ e/MT)	0.63	0.65	0.60	0.52
		Scope 2 GHG Emissions Location-based Intensity (MT CO ₂ e/MT)	0.62	0.65	0.65	0.69
		TOTAL SCOPE 1+2 GHG EMISSIONS INTENSITY (MT CO ₂ e/MT)	1.28	1.31	1.27	1.22

EFFLUENTS AND WASTE

103-1	Material Topic and its Boundary	Waste and recycling are material topics identified in our stakeholder engagement process. The boundary for GRI reporting is our operations.
103-2	Management Approach	Our Planet Goals include reducing indexed solid waste by 25% and zero waste to landfill by 2025. Our Product Goals are focused on advancing circularity through internal assessments and external collaborations. Our energy management program focuses on reducing waste in our operations. Businesses review and select projects and improvements to reduce waste and report them into centralized databases, and share best practices at regular meetings.

103-3	Evaluation of Management Approach	Milliken sites report data on waste in a corporate, centralized database with specific reporting requirements. We report annually on our 2025 Planet Goals, including waste reduction and environmental violations. We also report annually on our 2025 Product Goals, which include new product sustainability assessments and convening thought leaders on end-of-life solutions for plastics. 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.					
306-1	Water Discharge by Destination		2018 Restated	2019 Restated	2020 Restated	2021	
		Water Discharged to Receiving Stream (Gal)	2,768,058,792	2,838,507,039	2,278,285,915	2,438,309,454	
		Water Applied to Land (Gal)	5,355,235	4,258,305	5,025,332	3,686,611	
		Water Discharged to Off-Site Treatment (Gal)	432,328,288	387,206,837	334,856,732	480,368,238	
		Water Discharged to Other (Gal)	181,030,751	152,856,882	131,593,582	217,570,825	
		TOTAL WATER DISCHARGED (Gal)	3,386,773,066	3,382,829,063	2,749,761,561	3,139,935,128	
			2018 Restated	2019 Restated	2020 Restated	2021	
		Water Discharged to Receiving Stream Intensity (Gal/lb)	2.54	2.81	2.76	2.75	
		Water Applied to Land Intensity (Gal/lb)	0.00	0.00	0.01	0.00	
		Water Discharged to Off-Site Treatment Intensity (Gal/lb)	0.40	0.38	0.41	0.54	
		Water Discharged to Other Intensity (Gal/lb)	0.17	0.15	0.16	0.25	
		TOTAL WATER DISCHARGED INTENSITY (Gal/lb)	3.10	3.35	3.33	3.54	
		Note: Water discharged to "other" includes water lost by evaporation, etc.					

306-2	Waste by Type and Disposal Method		2018 Restated	2019 Restated	2020 Restated	2021
		Recycled and Reused Waste Intensity (lb/1000-lb)	2,721,897	2,750,380	2,298,518	1,476,042
		Waste to Energy Waste Intensity (lb/1000-lb)	1,138,739	1,362,504	934,930	1,641,182
		Mass Treated Waste Intensity (lb/1000-lb)	451,738	527,326	520,676	553,219
		Landfill Waste Intensity (lb/1000-lb)	343,478	608,655	303,403	127,027
		Composted Waste Intensity (lb/1000-lb)	199,155	196,774	187,879	197,598
		Wastewater Biosolids Mass Change (lb/1000-lb)	206,961	280,712	(335,466)	(211,801)
		TOTAL WASTE INTENSITY (lb/1000-lb)	5,061,968	5,164,927	3,909,941	3,783,266
			2018 Restated	2019 Restated	2020 Restated	2021
		Recycled and Reused (lb)	69,089,904	66,757,224	59,538,518	39,098,869
		Waste to Energy (lb)	28,904,621	33,070,694	24,217,492	43,473,267
		Mass Treated (lb)	11,466,454	12,799,260	13,487,083	14,654,218
		Landfill (lb)	8,718,508	14,773,280	7,859,054	3,364,807
		Composted (lb)	5,055,152	4,776,102	4,866,632	5,234,168
Wastewater Biosolid Mass Change (lb)	5,253,288	(6,813,444)	(8,689,584)	(5,610,396)		
TOTAL WASTE (lb)	128,487,927	125,363,116	101,279,195	100,214,933		
	2018 Restated	2019 Restated	2020 Restated	2021		
Recycled and Reused (MT)	31,339	30,281	27,006	17,735		
Waste to Energy (MT)	13,111	15,001	10,985	19,719		
Mass Treated (MT)	5,201	5,806	6,118	6,647		
Landfill (MT)	3,955	6,701	3,565	1,526		
Composted (MT)	2,293	2,166	2,207	2,374		
Wastewater Biosolid Mass Change (MT)	2,383	(3,091)	(3,942)	(2,545)		
TOTAL WASTE (MT)	58,282	56,864	45,940	45,457		
All waste described in this Section 306-2 is non-hazardous. 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. The wastewater biosolid mass change aligns the inventory to only reflect biosolids generated in the reporting year.						

306-3 (2020 GRI guidance)	Waste Generated	Waste Composition	Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
		Biosolids (MT)	12,256	3,477	8,779
		Carpet (MT)	3,512	1,113	2,399
		Chemical, Non-Hazardous (MT)	11,545	2,680	8,865
		Coal Ash (MT)	1,920	1,920	0
		Construction (MT)	490	284	206
		Fiber, Yarn, Fabric (MT)	10,818	7,929	2,889
		General Trash (MT)	3,111	165	2,946
		Paper and Cardboard (MT)	2,017	2,015	2
		Plastic (MT)	578	526	52
		Hazardous waste (MT)	2,413	1	2,412
		TOTAL WASTE (MT)	48,660	20,110	28,550

306-4 (2020 GRI guidance)	Waste Diverted from Disposal	Diversion Operations		Offsite/Total	
		Non-hazardous	Recycle/Reuse (MT)		17,734
			Compost (MT)		2,374
			Total Diverted (MT)		20,108
		Hazardous	Recycle/Reuse (MT)		1
			Compost (MT)		0
			Total Diverted (MT)		1
Offsite/Total are the same for 2021. Milliken plans to collect onsite data for future reporting.					

306-5 (2020 GRI guidance)	Waste Direct to Disposal	Disposal Operations		Offsite/Total	
		Non-hazardous	Incineration with energy recovery (MT)		19,305
			Landfill (MT)		1,526
			Treated (MT)		5,306
			Total Disposed (MT)		26,137
		Hazardous	Incineration with energy recovery (MT)		1,072
			Landfill (MT)		0
			Treated (MT)		1,341
			Total Disposed (MT)		2,413
Offsite/Total are the same for 2021. Milliken plans to collect onsite data for future reporting.					

OCCUPATIONAL HEALTH AND SAFETY

103-1	Material Topic and its Boundary	Worker health and safety means providing a safe working environment. Worker health and safety is a material topic identified in our stakeholder engagement process. We are expected by our stakeholders to demonstrate our values, including our commitment to integrity, people, and sustainability. Our boundary for worker health and safety is our operations.
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103-2	Management Approach	The safety and health of our people is of primary importance to Milliken. Our Code of Conduct states that the health and safety of ourselves and our fellow associates is of paramount importance to everyone at Milliken. 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. Our People Goals include a commitment to report annually on our goal of zero lost-time safety incidents. We follow U.S. Department of Labor Occupational Safety and Health Administration standards for recording criteria for occupational injuries and illness.
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103-3	Evaluation of Management Approach	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.
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403-1 (2018 GRI guidance)	Occupational Health & Safety	Milliken's occupational health and safety systems are implemented to ensure compliance and to minimize recognized risks. The Milliken Code of Conduct requires that all work locations comply with applicable safety and health laws and regulations. Milliken's safety management systems include goal setting and monitoring of leading indicators, as well as continual improvements to reduce workplace risk. Milliken's continuous improvement effort relies on a hierarchy of controls approach, where the company prioritizes the most effective measures first, including the elimination of hazards where possible, followed by substitution and engineered solutions, before using behavior change and protective equipment to reduce remaining risks. 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.
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DIVERSITY AND EQUAL OPPORTUNITY

103-1	Material Topic and its Boundary	We are expected by our stakeholders to demonstrate our values, including our commitment to people. Diversity, equity, and inclusion was identified as a material topic in our stakeholder engagement process. Our boundary includes our suppliers and our operations, as well as our local communities where we work and operate.
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103-2	Management Approach	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 Senior Director, Human Resources, 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.
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103-3	Evaluation of Management Approach	Milliken realizes our commitment to building and maintaining a diverse and inclusive culture is a long-term challenge and commitment. While our annual Sustainability Scorecard reports on U.S. diversity (measured by gender and race/ethnicity) 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, community engagement, and honoring our commitment to the CEO Action Pledge for Diversity and Inclusion.
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Age		Milliken Board	Global Management Associates	Global Associates	
		< 30	0%	9%	17%
		30-50	9%	55%	45%
Gender*		Milliken Board	US Management Associates	US Associates	
		>50	91%	36%	37%
		Female	36%	36%	36%
Demographic background		Milliken Board	US Management Associates	US Associates	
		American Indian or Alaskan Native	0%	0%	0%
		Asian	0%	4%	2%
		Black or African American	18%	5%	27%
		Native Hawaiian Other Pacific Islander	0%	0%	0%
		Two or more races	0%	1%	1%
		White	82%	85%	56%
Hispanic or Latinx	0%	5%	10%		
Did not disclose	0%	0%	4%		

Milliken is in the process of reviewing and considering updates to demographic data to be inclusive of gender identity.

FORCED OR COMPULSORY LABOR		
103-1	Material Topic and its Boundary	Ethics and human rights was identified as a material topic in our stakeholder engagement process. Our boundary includes our suppliers and operations. Ensuring human rights across Milliken's operations and supply chain, including the topics of forced and child labor, and maintaining systems to report labor concerns and maintaining systems to report labor concerns are critical to our commitment to integrity.
103-2	Management Approach	Our Code of Conduct and Supplier Code of Conduct clearly state that we do not tolerate forced labor. Our Anti-Slavery and Human Trafficking Policy outlines our zero-tolerance approach. This policy applies to all employees at all levels and to third party consultants and business partners and requires everyone to accept responsibility for the prevention, detection and reporting of forced labor in any part of our business or supply chains.
103-3	Evaluation of Management Approach	We regularly review the diligence we have taken to ensure that there is no slavery or human trafficking in our supply chains. We communicate our HelpLine mechanism internally and externally, and monitor reports for any human rights violations.
409-1	Forced Labor	In 2021, we implemented Integrity Next a cloud-based sustainability platform that combines supplier assessments and social media monitoring. We will continue to build our data and monitoring systems for incidents of forced labor and/or human rights concerns in our supply chain. In 2021, we created a Global Human Rights Taskforce with involvement from key stakeholders in our global businesses to ensure that we are following best practices across our businesses globally.
CUSTOMER PRIVACY		
103-1	Material Topic and its Boundary	Data protection and privacy is a material topic identified in our stakeholder engagement process. We are expected by our stakeholders to demonstrate our values, including our commitment to integrity. Our boundary includes suppliers, our operations, and our customers.
103-2	Management Approach	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").
103-3	Evaluation of Management Approach	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.



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