



GENDER PAY GAP REPORT 2022

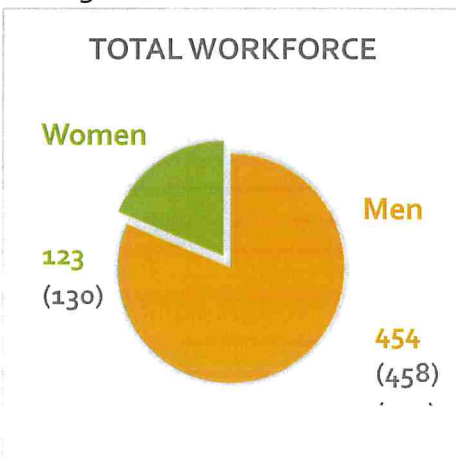
Milliken Industrials Limited ("Milliken") employs 577 UK-based associates which is roughly a 2% decrease in headcount since 2021. The vast majority of the workforce occupy manufacturing roles, and the remainder work in support service and corporate roles. To comply with the Equality Act 2010, we supply 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 and diversity issues identified.

GENDER PAY GAP SUMMARY

Milliken has earned recognition as one of the World's Most Ethical Companies by being named by the Ethisphere Institute for the last seventeen years. This honour underscores an unwavering commitment to ethics in business and desire to make a positive impact for generations. To this end, Milliken has an established Diversity Equity & Inclusion programme which includes several internal education courses which are open to all associates. We reinforce our belief in ethics via our annual associate's commitment to the Code of Conduct. Milliken is continuing an Equal Opportunities, Diversity and Inclusion journey to foster a culture where every associate is valued, respected, engaged and has a sense of belonging.

GENDER PAY GAP REPORT: 5 APRIL 2022

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



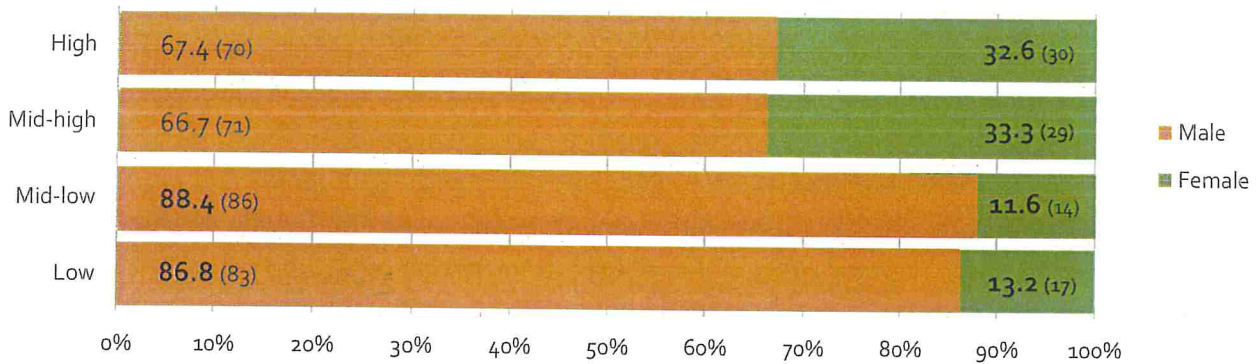
	2018	2019	2020	2021	2022
Mean (Average) gender pay gap	-13.5%	-7.1%	-6.1%	-5.7%	-12.77%
Median gender pay gap	-8.9%	-8.8%	-11.1%	-10.7%	-20.26%

Numbers in brackets are 2021 figures

The figures show a continuing trend of a gender pay gap in favour of women at Milliken. This is because there is still a much larger number of men versus women employed in the lower paid manufacturing roles. The roles occupied by a higher proportion of women at Milliken are administration, sales and management (i.e. these are generally higher paid jobs than those in manufacturing). The number of women employed as a proportion of the total workforce has decreased since 2021, and this is due to an increase in turnover in our manufacturing roles combined with more men than women being recruited in these jobs. This has skewed our record of employing more women into roles previously occupied mainly by men. We believe the situation has come about as a result of a general lack of supply in the labour market.

SALARY QUARTILE BANDS

Percentage of female and males in each salary quartile band. *Numbers in brackets are 2021 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	2022
Mean (Average) bonus gender pay gap	-128.1%	-73.9%	-78.9%	-9.3%	-7.61%
Median bonus gender pay gap	-1983.3%	-108.3%	-150%	-3.8%	-1.19%

The percentage of males and females who have received a bonus is 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 more even percentage of those receiving a bonus between the two genders.

CONCLUSIONS AND RECOMMENDATIONS

The decrease in the proportion of women employed within the workforce is disappointing but we understand the reasons for this. We continue initiatives to encourage the development, empowerment and advancement of Women at Milliken. Women's Alliance is Milliken's Women's Network which provides a strong programme that 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 2022.

For **Milliken Industrials Limited**

Jeremy Graham, VP HR Director Europe

March 2023