



## GENDER PAY GAP REPORT 2023

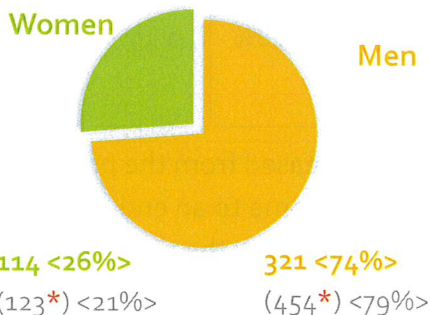
Milliken Industrials Limited ("Milliken") employs 435 UK-based associates which is roughly a 25% decrease in headcount since 2022. The large decrease is due to the sale of part of the business during the period covered. The largest number of the workforce occupy manufacturing roles, and the remainder 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 eighteen 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 program 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 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 2023

### TOTAL WORKFORCE



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

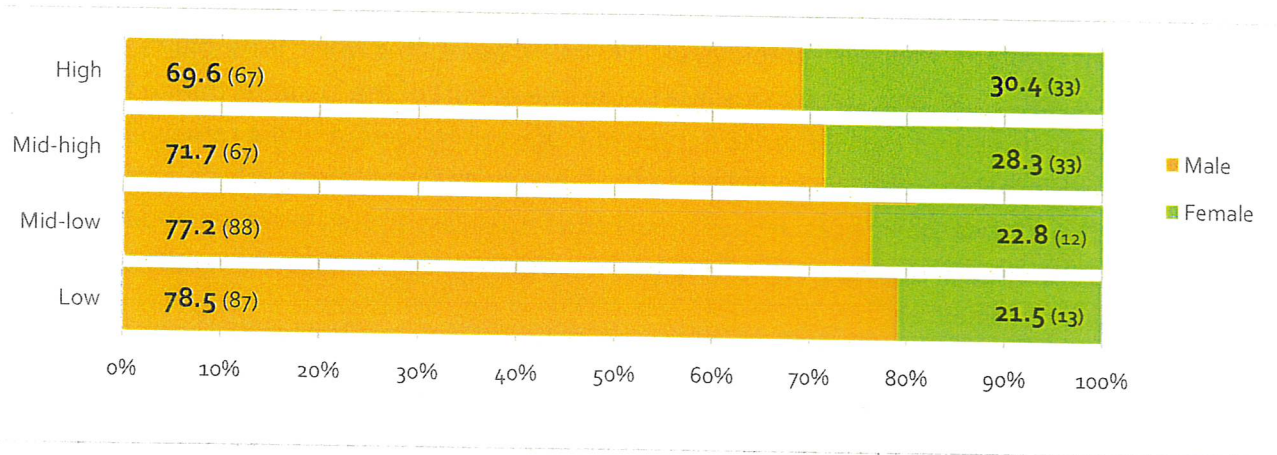
	2018	2019	2020	2021	2022	2023
Mean (Average) gender pay gap	-13.5%	-7.1%	-6.1%	-5.7%	-12.77%	1%
Median gender pay gap	-8.9%	-8.8%	-11.1%	-10.7%	-20.26%	-12.8%

*\*Numbers in brackets are 2022 figures.*

The figures show, for the first time since we started reporting numbers, a small incremental average pay gender gap in favour of men at Milliken. This is partly as a result of the sale of the mats business, which has reduced the number of men employed in the lower paid manufacturing roles. This larger number of men in lower paid manufacturing roles has previously reduced the average pay figure for men. The number of women employed as a proportion of the total workforce has slightly increased since 2022, and this again is due to the sale of the floor mats business which employed predominantly men in manufacturing roles.

## SALARY QUARTILE BANDS

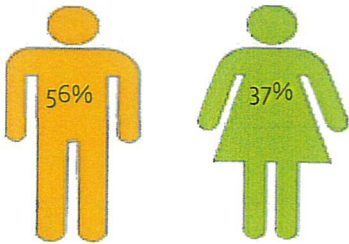
Percentage of female and males in each salary quartile band. *Numbers in brackets are 2022 figures.*



The number of women employed at the High and Mid-high quartiles remains consistently the largest percentages for women employed. This demonstrates efforts to have 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	2023
Mean (Average) bonus gender pay gap	-128.1%	-73.9%	-78.9%	-9.3%	-7.61%	<b>-46.2%</b>
Median bonus gender pay gap	-1983.3%	-108.3%	-150%	-3.8%	-1.19%	<b>-826.7%</b>

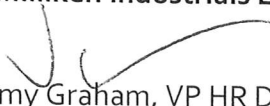
The percentage of both males and females who have received a bonus has decreased from the previous two years. This is because a special bonus paid during the pandemic period has come to an end. This has altered the results significantly when compared to the years 2021 and 2022, with both the mean and median bonus gender pay gap differential between males and females returning to pre-pandemic levels.

## CONCLUSIONS AND RECOMMENDATIONS

The small increase in the proportion of women employed within the workforce is encouraging. We continue initiatives to encourage the development, empowerment and advancement of Women at Milliken. "Women's Alliance" is Milliken's Womens 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 2023.

For **Milliken Industrials Limited**

  
Jeremy Graham, VP HR Director Europe

March 2024