



GENDER PAY GAP REPORT 2024

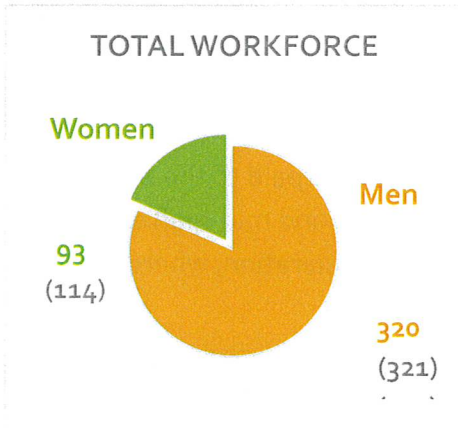
Milliken Industrials Limited (“Milliken”) employs 413 UK-based associates which is roughly a 5% decrease in headcount since 2023. The largest number of the workforce occupy manufacturing roles, and the remainder work in support service and corporate roles. To comply with the Equality Act 2010, we supply 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 open to all associates. Within the last two years, we have required all management associates to undergo mandatory inclusion, unconscious bias, and allyship training. We further reinforce our ethical culture via our associate’s annual commitment to the Code of Conduct. Milliken continues to implement programs to foster a culture where every associate is valued, respected, engaged, and has a sense of belonging.

GENDER PAY GAP REPORT: 5 APRIL 2024

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



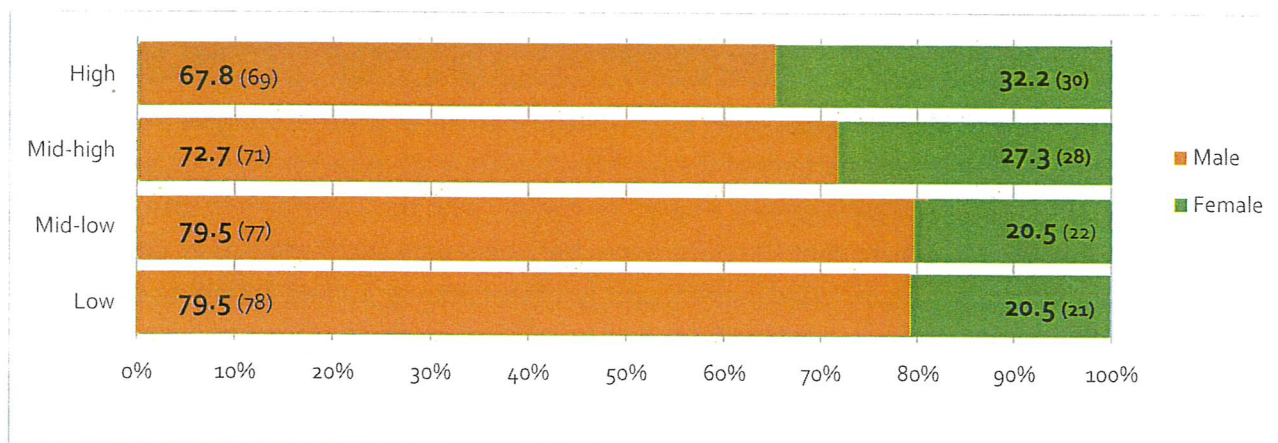
Numbers in brackets are 2023 figures

| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------|-------|--------|--------|---------|--------|--------|
| Mean (Average) gender pay gap | -7.1% | -6.1% | -5.7% | -12.77% | 1% | -4% |
| Median gender pay gap | -8.8% | -11.1% | -10.7% | -20.26% | -12.8% | -20.7% |

Since 2023 there has been a reduction in the number of women employed as a proportion of the total workforce. Milliken employs a large number of males in production operative roles, these roles tend to be lower paid than the roles occupied by the majority of female associates who work in office based, sales or managerial roles (which are generally higher paid jobs). This is demonstrated in the following salary quartile statistics.

SALARY QUARTILE BANDS

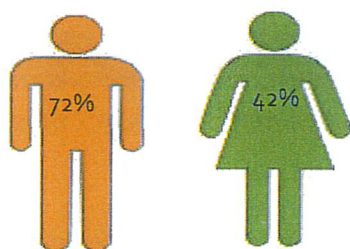
Percentage of female and males in each salary quartile band. *Numbers in brackets are 2023 figures.*



The number of women employed at the high quartile remains consistently the largest percentage 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:



| | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|-------------------------------------|---------|--------|-------|--------|---------|---------|
| Mean (Average) bonus gender pay gap | -73.9% | -78.9% | -9.3% | -7.61% | -46.2% | -224.7% |
| Median bonus gender pay gap | -108.3% | -150% | -3.8% | -1.19 | -826.7% | -590.1% |

The very large gap in favour of women is due to the differing nature of the bonuses paid to the production workforce (predominantly male) versus the type of bonus the females in the high and mid-high salary quartile receive. The production bonus forms a very small part of their total remuneration, whereas the bonus for the higher earners can form a much larger element of their total pay.

CONCLUSIONS AND RECOMMENDATIONS

The small decrease in the proportion of women employed within the workforce has emphasised the fact that the majority of roles at Milliken are production operatives located at our manufacturing sites (in an industry which is still mainly populated by males). However, we are continuing efforts to encourage more women into the production roles, and we do have a Women's Alliance which is a Women's Network targeting the development and mentoring of our female associates. Milliken endeavours to be a workplace where both women and men can enjoy a fulfilling and successful career.

The information in this report is accurate as at the snapshot date 5 April 2024.

For **Milliken Industrials Limited**

Jeremy Graham, VP HR Director Europe

November 2024