



2025 SUSTAINABILITY REPORT

Milliken[®]

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A MESSAGE FROM OUR CEO



“Protecting the planet and innovating solutions that reduce human and environmental impacts remain central to our strategy.”

Dear Stakeholders,

At Milliken, sustainability is a core value—alongside integrity, excellence, innovation, and people—and a defining part of how we operate and compete. In 2025, our associates across the globe continued to translate these values into meaningful action, advancing solutions that support our customers, strengthen our communities, and reduce our environmental impacts, while reinforcing the long term resilience of our business.

People are at the center of everything we do, and we made meaningful progress in safety, leadership development, and associate engagement. Through targeted risk reduction and continued emphasis on workplace hazard awareness, we achieved a 39% reduction in our safety severity rate year-over-year. These results reflect our sustained investment in safety management systems and a culture where every associate is empowered to look out for one another. We are proud that 22 Milliken sites are now certified through OSHA's Voluntary Protection Program, including our Limestone facility, which earned certification in 2025.

We also continued to invest in building future leaders. The fourth class of our Aspire to Management program graduated 11 associates, bringing the total number of AMP graduates to 30 since the program's launch. These associates are already applying their skills to strengthen teams, improve operations, and drive change across the enterprise.

Protecting the planet and innovating solutions that reduce human and environmental impacts remain central to our strategy. We continued progress toward our climate targets and environmental metrics while enhancing the tools and capabilities that enable both Milliken and our customers to make better, data driven decisions. We expanded our product Life Cycle Assessments by using advanced digital tools. This helps us better understand our product impacts and improve material choices for different markets.

Our commitment to responsible innovation was recognized again, as Milliken earned a Gold rating from EcoVadis for the fourth consecutive year, placing us among the top 5% of more than 150,000 organizations evaluated globally. This recognition reflects consistent performance across environmental stewardship, labor and human rights, ethics, and sustainable procurement.

Innovation with purpose continues to drive positive impact. We advanced solutions designed to improve health, safety, and environmental outcomes—from PFAS-free technologies for firefighter protection to circular solutions that give new life to old waste. Through collaborations focused on recycling and circularity, including initiatives supported by The Recycling Partnership, we are working to address systemic challenges and accelerate progress beyond our own operations.

Integrity and ethical conduct remain fundamental at Milliken. For the 19th consecutive year, we were recognized as one of the World's Most Ethical Companies®, an achievement shared by only a small group of organizations globally. This recognition reflects the daily actions of our associates and our unwavering commitment to doing business the right way.

We also reaffirm our commitment to the United Nations Global Compact, pledging to uphold its Ten Principles related to human rights, labor standards, environmental protection, and anticorruption. We strive to integrate these principles into our daily operations and strategy, and we actively seek projects that advance these broader developmental goals.

This Sustainability Report marks the eighth time we have shared our progress with transparency and accountability. While we are proud of the strides made in 2025, we recognize that sustainability is a journey of continuous improvement—one that requires collaboration, innovation, and sustained commitment.

I am deeply grateful to our associates, customers, partners, and shareholders for their dedication and trust. Together, we will continue to build a stronger, more resilient Milliken—creating value while making a positive impact for generations to come.

Halsey Cook
President and CEO

AWARDS AND RECOGNITION



Milliken's Assure™ moisture barrier, the first non-PFAS, non-halogenated, UL-certified flame-resistant moisture barrier for firefighter turnout gear in North America, has been named a winner of the 2025 R&D 100 Awards. This recognition places Assure among the year's most innovative technologies and highlights Milliken's commitment to solving complex performance challenges through materials science.



Milliken was recognized by Forbes as a company that excels in supporting, recruiting, and retaining military veterans. The 2025 ranking, released in late 2025, was based on an independent survey of over 17,000 U.S. veterans working for companies with at least 1,000 employees.



As an 19-time honoree, Milliken joined 136 companies recognized as one of the 2025 World's Most Ethical Companies® by Ethisphere.



In 2025 Milliken reported to CDP, a nonprofit organization that encourages companies to publish their environmental data and assesses their performance and transparency. You can request to see our CDP disclosures and scores [here](#).

WE SUPPORT



Milliken, a participant in the United Nations Global Compact, signed the Call-to-Action from Business to Governments on the 20th Anniversary of the United Nations Convention against Corruption.



Milliken is one of the first 50 companies in the world to have net-zero targets verified by the Science Based Targets initiative (SBTi) and the first in South Carolina, where our global headquarters is located.



Milliken was awarded a Gold rating by EcoVadis, performing in the top 5% of companies assessed by this leading non-financial rating agency. This assessment, which is based on international standards, evaluates the extent to which corporate social responsibility principles have been integrated into a company's actions and practices. Milliken was recognized for its non-financial performance in four major areas and reflects our commitment to these areas: Ethics, Environment, Labor and Human Rights, and Sustainable Procurement. You can request more information [here](#).



Twenty-two Milliken sites are VPP STAR certified under the U.S. Occupational Safety and Health Administration's Voluntary Protection Program in 2025.



Milliken's cybersecurity program is certified to ISO 27001, the internationally recognized "gold standard" for building, maintaining, and continuously improving cybersecurity protections.



GENERAL

BASIS FOR PREPARATION OF REPORT

GOVERNANCE

STRATEGY

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

COMMITMENTS

METRICS

BASIS FOR PREPARATION OF REPORT

SCOPE

Milliken & Company (“Milliken” or the “Company”), a private company headquartered in South Carolina, U.S., prepared this sustainability report on a consolidated basis, including our global operating subsidiaries. The consolidated data comprises the parent company, Milliken, and subsidiaries wholly controlled by Milliken.

REPORTING PERIOD

This report covers the 2025 calendar year unless otherwise noted. This report supersedes our previous 2024 Sustainability Report, released in April 2025.

BASE YEAR

Our base year is 2018, the year that historical reference data is available. Subsequent information is compared over time to this base year unless otherwise noted.

REPORT DATA

Data, data points, or disclosures in this report also refer to narrative data disclosures. Our disclosures do not always cover Milliken’s upstream and downstream value chain. The extent to which policies, actions, metrics, and targets go beyond Milliken’s own operations varies depending on the disclosure. Operations disclosures are consolidated at the parent-company level, Milliken. No adjustments are made for minority interests.

We aim to align with existing regulatory requirements and prepare for potential sustainability reporting regulatory requirements, including the Corporate Sustainability Reporting Directive (CSRD), European Sustainability Reporting Standards (ESRS), California SB 253, and California SB 261. Where practices have changed or in the event errors have occurred since the prior reporting period, we aim to describe such changes.

RESTATEMENTS

Activity data is restated for mergers, acquisitions, and divestitures in the next annual disclosure following the one-year anniversary of the closing of each transaction. We aim to note restatements in the applicable disclosures. Historical data may have been updated in line with changes in internal or external reporting methodologies, and data estimation and extrapolation may be used where necessary. If data is redefined or replaced, we aim to provide restated comparative figures, unless it is impracticable to do so.

TRADEMARKS, TRADE NAMES, AND LOGOS

All trademarks, trade names, and logos mentioned or used in this report are the property of their respective owners.

LINKING PAST, PRESENT, AND FUTURE

Certain statements in this report, including but not limited to information regarding the operating activities of Milliken and its subsidiaries, the plans and objectives of management, assumptions regarding future performance and plans, expected growth, economic conditions, and other information relating to matters that are not historical facts, are forward-looking statements. The words “believe,” “may,” “will,” “estimate,” “continues,” “anticipate,” “intend,” “expect,” “projected,” and similar expressions identify these forward-looking statements, although not all forward-looking statements contain such identifying words. Factors that could cause actual results to differ, or that could have a material adverse effect on the Company’s profitability, business, financial position, results of operations, or cash flows include, among others: the Company’s inability to successfully compete in the global marketplace, given the uncertainty of such markets; the significant level of global competition faced by the Company and the diverse industries in which the Company operates; risks related to U.S. or international government policies or changes in U.S. or international laws or regulations, such as trade regulations; the volatility of raw material and energy costs as well as any disruption in their supply; growth initiatives may not achieve desired business objectives and may require significant use of resources; potential exposure to litigation, claims, and other legal proceedings; government regulation of our products and processes; significant losses from unexpected events. Readers are cautioned not to place undue reliance on past performance or forward-looking statements. The information contained in this report is for informational purposes only.

MEASUREMENT UNCERTAINTY

In our disclosures, we aim to document sources of estimation and outcome uncertainty, particularly for those data metrics that are subject to a high level of measurement uncertainty, such as a measurement technique or the availability and quality of carbon emissions data from Milliken’s upstream or downstream value chain.

BASIS FOR PREPARATION OF REPORT

SHORT-, MEDIUM-, OR LONG-TERM FOR REPORTING PURPOSES

Milliken's short-, medium-, and long-term references in this report align with our climate risk assessment. A short-term time horizon is defined as up to one year. A medium-term time horizon is defined as 1-5 years. A long-term time horizon is defined as greater than 5 years.

REPORT STRUCTURE

To support transparency and interoperability of reporting frameworks, we structured our report to be influenced by CSRD and ESRS issued by the European Financial Reporting Advisory Group (EFRAG), while maintaining connections to the structure used in our prior reporting years. We have streamlined the information presented in this 2025 Report, with certain summaries of activities and achievements aligned with our sustainability strategy now integrated into our external and customer-facing communications. Product is no longer presented as a standalone category; instead, product-related impacts are integrated across People and Planet. At the same time, we are focused on expanding our product-level data outside of this 2025 Report. This 2025 Report includes the following sections:

1. General Information

2. People (social disclosures; Milliken opts to present People before Planet)

3. Planet (environmental and climate disclosures)

4. Business Conduct

CLIMATE-RELATED FINANCIAL RISK REPORT DISCLOSURES

We report our climate-related financial risk report disclosures according to the Final Report of Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) (June 2017). TCFD provides a consistent disclosure framework for Milliken to provide climate-related risk disclosures to our stakeholders. View our TCFD Disclosure index [here](#).

UNITED NATIONS GLOBAL COMPACT (UNGC) COMMUNICATION ON PROGRESS (COP)

We report to the United Nations Global Compact Communication on Progress. View our UNGC COP [here](#).

INDEPENDENT REPORTING ASSURANCES AND VERIFICATIONS

Each year, we seek independent, third-party reporting assurances and verifications for users of our report, including with respect to our greenhouse gas emissions data and alignment with the Task Force on Climate-Related Financial Disclosures (TCFD).

INDEPENDENT LIMITED ASSURANCE GHG EMISSIONS DATA: SCOPE 1, SCOPE 2, AND SCOPE 3

We engaged WAP Sustainability Consulting (WAP) to provide limited assurance over Milliken's scope 1, scope 2, and scope 3 emissions data for the calendar year 2025. The purpose of the verification is to assure Milliken's stakeholders of the accuracy, reliability, and objectivity of the GHG emissions data. The definitions for Milliken's GHG reporting are aligned with the Greenhouse Gas Protocol Corporate Accounting and Reporting Standard. WAP performed its limited level of assurance in accordance with ISO 14064-3: 2019 Greenhouse Gases – Part 3: Specification with Guidance for the Validation and Verification of Greenhouse Gas Assertions. Based on the methodology and activities for the agreed scope of scope 1, scope 2, and scope 3 emissions for calendar year 2025, nothing came to the attention of WAP to indicate that the GHG emissions data as stated within this verification statement are not materially correct.

INDEPENDENT VERIFICATION OF TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

We contracted with WAP to verify that our TCFD Index linked within this 2025 Sustainability Report has been prepared in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (June 2017). The verification was conducted to ensure that the TCFD Index is complete in its disclosure within the four thematic areas: governance, strategy, risk management, and metrics and targets. The verification was conducted to ensure that the content meets the requirements for reporting under TCFD. Based on a review of the TCFD Index and the recommendations of the TCFD, and in the professional judgment of the verifier, nothing came to the attention of WAP that would cause WAP to believe that the TCFD Index has not been prepared in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (June 2017).

GOVERNANCE

BOARD EXPERTISE

An independent board chair leads Milliken’s Board of Directors, which includes 60% independent directors. Our board receives in-person training annually, which has included topics such as decarbonization, cyber security, ethics and compliance, family business governance, and artificial intelligence. Our directors also have access to online director-level education resources and training, such as material provided through the National Association of Corporate Directors. With respect to climate-related issues, we use the following criteria to assess board member competency on climate-related issues (competency assessed as having one or more of the following criteria):

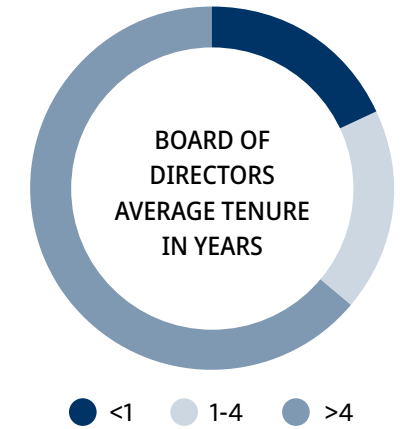
1. Climate science knowledge
2. Broad scientific and environmental literacy
3. Experience with climate and enterprise risk management
4. Engagement with stakeholders on climate-related issues
5. Experience with strategic execution of climate-related issues

MANAGEMENT EXPERTISE

Milliken associates have access to training resources on environmental, social, and business conduct topics, including annual online and on-demand compliance training. Additional resources and training are offered through Milliken University, our global training portal. Environmental, social, and business conduct topics are integrated into our leadership training programs, which are organized around a common framework of shared competencies. Milliken routinely engages external subject matter experts for matters such as verification of report disclosures, life cycle assessment best practices, compliance culture assessments, third-party product verifications, energy strategy, and insights on shifting compliance requirements.

BOARD OVERSIGHT

The Audit Committee of our Board of Directors oversees Milliken’s sustainability reporting program. The program is led by our Executive Vice President and Chief Legal Officer, who works with the Vice President, Sustainability to manage our internal control systems for sustainability data disclosures and the reporting process. The Vice President reports to the Audit Committee annually as described further in the Sustainability Reporting Controls and Risk Management paragraph.



ROLE OF MANAGEMENT

Our Milliken Leadership Team (MLT) manages our company’s strategic direction, including assessing and managing impacts, risks, and opportunities. The MLT is led by our President and Chief Executive Officer (CEO) and includes our Chief Human Resources Officer, Chief Marketing Officer, Chief Financial Officer, Executive Vice President, Global Operations, Chief Legal Officer, and our Strategic Business Unit Presidents.

Our CEO has overall management responsibility for the company and works closely with our Executive Vice President, Global Operations, our Senior Vice President, Chief Legal Officer, our Chief Financial Officer and our Chief Human Resources Officer on our sustainability strategy. Milliken has policies, procedures, data collection systems, and monthly MLT updates to monitor our sustainability strategy. Our CEO reviews our sustainability key performance indicators. The MLT reports to the board on sustainability several times a year and ensures organizational alignment and prioritization across the enterprise. The MLT receives updates from the Sustainability Enabler team. The MLT members are responsible for sustainability priorities within their respective businesses and functions. The Global Sustainability Council meets quarterly and several additional councils and working teams drive sustainability efforts throughout the company.



GOVERNANCE

SUSTAINABILITY-RELATED PERFORMANCE AWARDS

Milliken associates (individually or as teams) can be recognized for exceptional work as part of our annual Milliken Honors award program. Award categories include contributions to our environmental performance, product innovation, and talent development, and for an associate(s) that embodies our value of integrity.

SUSTAINABILITY DUE DILIGENCE

Sustainability due diligence is an ongoing, iterative practice that responds to changes in our strategy, business models, activities, business relationships, operations, sourcing, and controls. It is informed by current and pending regulations and government actions, as well as by best practices such as the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises. Environmental, social, and business conduct impacts are embedded in our governance roles and responsibilities. We recognize that we cannot address all impacts simultaneously, so we prioritize impacts based on severity and likelihood.

Core elements of Milliken's sustainability due diligence include a focus on continuous improvement through:

- a. Increasingly embedding environmental, social, and business conduct due diligence in governance, strategy, and our business models;
- b. Engaging with stakeholders to inform our due diligence;
- c. Identifying and assessing actual and potential positive and negative impacts to identify key impact areas;
- d. Taking actions to address any adverse impacts; and
- e. Tracking the effectiveness of our efforts.

SUSTAINABILITY REPORTING CONTROLS AND RISK MANAGEMENT

We continue to expand and develop our internal control systems for sustainability disclosures and the reporting process. We recognize that sustainability reporting control systems will increasingly follow an approach similar to financial reporting control systems. Each year, we continue to evaluate the risks related to data accuracy, certainty, and completeness. We partner with our internal disclosure owners, our external assurance partner, and our digital transformation office. For oversight of sustainability disclosures by Milliken's board, the Audit Committee annually reviews our processes and procedures for collecting, analyzing, and reporting our disclosures. Each year our Vice President, Sustainability reports to the Audit Committee on our sustainability reporting controls and procedures for risk management. In addition, members of our Milliken Leadership Team receive updates on the processes and procedures for collecting and analyzing our sustainability reporting data. We also annually update an internal global policy for sustainability reporting, maintain a digital solution for an auditable process for collecting and storing our sustainability reporting data, and provide internal guidance notes for each disclosure. Our ongoing evaluation of risks related to sustainability disclosures and the reporting process indicates that the main risks relate to value chain data, product-level data, and the shifting uncertainty of regulatory requirements. In our value chain, for example, there are risks and challenges with obtaining and ensuring accuracy and certainty over data we do not control. We continue working on procedures, collection methodologies, control systems, and cooperation among our internal teams in order to mitigate risks.



STRATEGY

Milliken's product portfolio spans our textile, chemical, flooring, and healthcare businesses. Examples of our primary product groups within these businesses are described below.



TEXTILES

Performance and protective solutions that enhance lives every day



Fire Service



Decor



Government and Defense



Table Linens



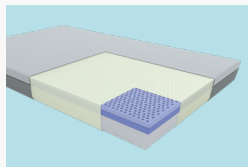
Performance Apparel



Automotive Textiles



Technical Textiles



Bedding Textiles



CHEMICALS

Specialized innovations to improve the world around us



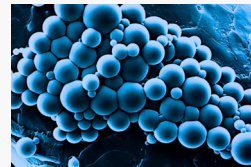
Polymer Additives



Concentrates



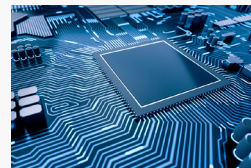
Clarifiers



Microencapsulation



Coating Additives



Silicones



Colorants



Surfactants and Intermediaries

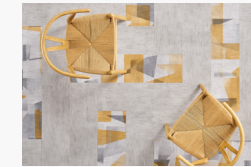


FLOORING

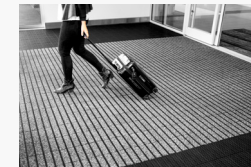
People-focused, design-driven, and science-backed flooring solutions



Commercial Flooring



Resilient Flooring



Entrance Flooring



Hospitality Flooring



Residential Flooring



HEALTHCARE

Advanced clinical products that advance your care



Medical Care



Sports Medicine



Animal Health



Consumer Retail

STRATEGY

INDUSTRIES

Milliken products support significant, diverse industries, and market groups.



Agriculture



Building Construction and Infrastructure



Consumer Goods



Government and Defense



Manufacturing



Apparel



Coatings, Paints, and Inks



Education



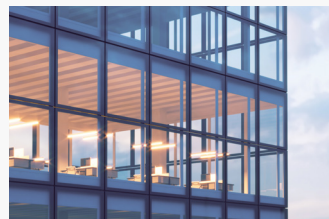
Healthcare and Life Sciences



Packaging and Print



Automotive and Transportation



Commercial Spaces



Energy and Utilities



Hospitality



Residential Spaces

BRANDS

These are the Milliken brands that represent our products and services.



STRATEGY

Milliken's strategy is influenced by our associates, economic shifts, and our value chain. Our economic activities are influenced by our evolving business priorities, geopolitical dynamics, and regulations. For example, in recent years, we expanded our manufacturing footprint in Asia, acquired Highland Industries, Inc. to strengthen our U.S. manufacturing presence and technical textiles business, and launched new encapsulation capabilities to serve agriculture partners.

ASSOCIATES

Milliken associates work across 80 locations in over 35 countries.

HEADCOUNT OF ASSOCIATES BY COUNTRY*

COUNTRY	HEADCOUNT
Belgium	186
China	351
France	93
Germany	66
United Kingdom	303
United States	5525

*Countries with at least 50 employees

VALUE CHAIN

Our value chain includes entities upstream and downstream of our business, and business activities, resources, and relationships that we use and rely on to create our products and services from production to delivery, consumption, end-of-life, and the external and regulatory environment in which we operate. Downstream from Milliken includes those that receive products or services from Milliken (for example, distributors and customers). Upstream includes products or services used in the development of our products or services (for example, suppliers). Annually, we review the key risks and opportunities in our value chain through our compliance risk workshops, climate risk assessment, and our enterprise risk management process. We disclose key climate-related risks and opportunities in our CDP disclosure.

SUSTAINABLE ECONOMIC ACTIVITIES

Milliken considers best practices for prioritizing alignment on capital expenditures with our sustainable economic activities. In 2023, we implemented a new capital expenditure process that requires consideration of greenhouse gas emission impacts. We continue to monitor both the percentage of and performance returns on our capital expenditures made to enable our sustainability strategy. In 2024, we began a process to align our sustainability capital expenditures with key categories of the EU Taxonomy.

EVOLVING REGULATIONS

Environmental, social, and product-related regulatory developments and government actions continue to evolve. Many of these developments impact systemic risks and opportunities for Milliken's businesses. We continuously improve our compliance mapping processes and compliance risk assessments to inform our strategy.

ENGAGING WITH POLICYMAKERS

We work with government officials on key environmental, social, and economic topics. Our Government Relations Team regularly collaborates with each of our businesses and provides briefings related to government proposals and legislative or policy actions to our Milliken Leadership Team. As a company, we prioritize policy areas that align with the aim of the Paris Climate Agreement, support economic growth, and are aligned with certain U.N. Sustainable Development Goals. We engage on a wide range of issues, including fair trade, competition policy, safety and security, workforce development, and energy and the environment, inclusive of climate change policy, and we actively lobby to influence the development of international, federal, state, and local public policies. For example, in 2025, we contributed to consultations on the proposed U.N. Global Plastics Treaty and worked to advance resilient energy availability at our sites.

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

STAKEHOLDER ENGAGEMENT

We consider key stakeholders, including users of our Sustainability Report, when identifying our key impact areas. Key stakeholders include internal and external groups who help us create value and for whom we create value. Our engagement efforts include ongoing informal and formal channels integrated into Milliken's business practices, such as active involvement in trade associations and employee feedback channels. We formally engage our customers in a variety of channels, including, for example, an annual customer experience survey. Our customer engagement involves regular meetings throughout the project lifecycle and active participation in industry insight channels. We also engage internal subject-matter experts to understand impacts, risks, and opportunities. These subject matter experts include those with responsibilities and insights into specific parts of our businesses and operations. We also consider credible independent experts, such as non-governmental organizations representing local, affected communities, and scientific articles and reports for environmental matters. Data from scientific sources also provides insights on silent stakeholders, such as the impacts on nature. Our stakeholders have different needs and perspectives, and their relationships with us can lead to better understanding both positive and negative impacts. We aim to stay informed and act on opportunities and risks identified in our engagements. Reviewing stakeholder feedback is a continuous process. The Board of Directors is informed of the results of feedback loops such as Helpline matters, associate feedback surveys, and customer experience metrics.

IMPACTS INFORM OUR STRATEGY

Engaging with our stakeholders to understand our key impacts, risks, and opportunities determines the priorities of our sustainability strategy and the matters on which we report.

CONSIDERATION OF THE VALUE CHAIN

We strive to assess impacts, risks, and opportunities across our value chain, which covers business activities, resources, relationships, and our external environment. Our value chain encompasses the activities, resources, and relationships we use and rely on to create our products and services from conception to delivery, consumption, and end-of-life, both upstream and downstream from Milliken's operations. We understand that to be considered part of our value chain, business relationships are not limited to contractual relationships and include those with whom Milliken directly interacts, both upstream and downstream, including beyond our first tier. We continue to consider metrics that would encompass our full value chain, similar to our near-term net-zero targets, which include not only scopes 1 and 2 targets but also a scope 3 (inclusive of all categories) target.

CONSIDERATION OF THE LIFE CYCLE

We continue to better understand the primary, secondary, and modeled data to assess material impacts, dependencies, risks, and opportunities on the environmental performance of products across our value chain, including impacts from life cycle assessments and product carbon footprint methodologies.

REFERENCES TO IMPACTS

In this report and our sustainability-related communications, when we use the terms material, materiality, impact areas, and similar terms, we are referring to topics that reflect Milliken's potentially significant economic, environmental, and social impacts or to topics that substantially influence the assessments and decisions of stakeholders, in what the GRI Sustainability Reporting Standards define as material topics and/or impact areas. We are not using these terms as they have been defined by or construed in accordance with the securities laws or any other laws of the United States or any other jurisdiction, or as these terms are used in the context of financial statements and financial reporting, and nothing in this communication or other sustainability reports and statements should be construed to indicate otherwise.

PREPARING FOR DOUBLE MATERIALITY

In 2023, Milliken began to better understand the requirements and best practices for a double materiality impact assessment. We understand that, in the future, a sustainability matter may be material from an impact perspective, from a financial perspective, or both. We continue to work on approaches for analyzing financial risks and opportunities for financially material topics. Previously, we primarily focused on impact analysis. In 2024, we conducted an initial double materiality analysis informed by the guidance of a third party and by the double materiality principle established by the Non-Financial Reporting Directive and the Corporate Sustainability Reporting Directive. This initial analysis informed the priority of our impacts areas. These standards define materiality in relation to two different dimensions: financial materiality (the impact of sustainability issues on the development, position, or financial performance of a company) and impact materiality (the impact of a company on people or the environment). Milliken supports the cooperation among standards and increasing consolidation of sustainability reporting requirements, such as the joint statement on the high level of interoperability between the Global Reporting Initiative and the European Financial Reporting Advisory Group to create clarity on reporting obligations. Milliken will continue to monitor and evolve our impact analysis based on compliance disclosures.

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

We identify our reporting priorities by focusing on our impacts, risks, and opportunities— on the economy, the planet, and people, including human rights, and on business conduct. In a quickly shifting global landscape, we realize the importance of assessing both the positive and negative potential impacts of Milliken's activities and our business relationships. Each of the People, Planet, and Business Conduct sections of our report include disclosures on policies, our management approach, and key metrics and actions taken in 2025.

REPORT LOCATION	IMPACT AREAS COVERED IN THIS REPORT			
 PEOPLE	<u>Workforce</u>	<u>Suppliers</u>	<u>Communities</u>	<u>Customers</u>
 PLANET	<u>Climate</u>	<u>Environment</u>	<u>Water</u>	<u>Waste</u>
 BUSINESS CONDUCT	<u>Policies</u>	<u>Training</u>	<u>Anti-Corruption</u>	<u>Reporting Channels</u>

IMPACT, RISK, AND OPPORTUNITY MANAGEMENT

To understand our impacts, risks, and opportunities, we prioritize impacts, conduct assessments, engage continuously with stakeholders, and report annually on our key focus areas.

1

IMPACT ASSESSMENT PROCESS

In 2023, we began processes to implement a double materiality assessment into our stakeholder engagement channels. Our methodology for assessing impacts, risks, and opportunities (IROs) continues to evolve to comply with external reporting requirements and best practices. We continue to integrate the results of our impact assessments into our enterprise risk management system and sustainability due diligence process. Generally, our financial risks and opportunities are assessed and scored using the metrics in our existing enterprise risk management framework. We continue to use the insights gained from our previous impact assessments. We revisit our work from prior years to ensure consistency and applicability. We continue to better understand best practices for incorporating dependencies into our analysis. We also implemented a structured survey and scoring system with thresholds to continue to improve and strengthen our methodology and ensure greater consistency. We review results with senior leaders to influence our reported key impacts and evolving sustainability strategy.

2

SCORING SYSTEMS AND THRESHOLDS

We continue to move toward a scoring system that aligns with our enterprise risk management system. We consider when the impact is expected to occur in the short-, medium-, and long-term. We aim to collect information that evaluates the scale, scope, severity (of negative and positive impacts), and likelihood of potential impacts materializing. For financial impacts, we aim to score the likelihood and potential magnitude of financial effects caused by the matter. We increasingly aim to capture where in the value chain the impact occurs and review nature impacts and dependencies. We consider the topics prescribed in the ESRS regulations when assessing our IROs. Thresholds are applied for both financial and impact assessments. Financial thresholds assess financial risks and opportunities to ensure alignment with how risks are generally evaluated in relation to financial performance. For impacts, internally developed thresholds are applied based on subject matter expert advice. We review our formal assessment process annually and continue to improve and align it with emerging regulations and best practices, as well as monitoring methods to improve data collection systems.

3

ASSESSMENT RESULTS

Our identified IROs to date indicate prioritizing the management of our operations while increasing data in our value chain so that we can increase the accuracy of our assessment analysis outside of our operations. In 2025, we focused on shifting beyond our 2025 Goals to develop new People, Planet, and Business Conduct objectives. We remain focused on innovation and product impacts. Future impacts that may become more significant include increased waste management challenges, procurement practices, product data requirements, and an evolving focus on energy management. However, the significance of topics may increase or decrease over time, so our assessment requires regular review and adaptation, as well as ongoing monitoring of internal and external changes to our strategy, markets, and stakeholders.

COMMITMENTS



In 2025 Milliken reported to CDP, a nonprofit organization that encourages companies to publish their environmental data and assesses their performance and transparency. You can request to see our CDP disclosures and scores [here](#).



Milliken was awarded a Gold rating by EcoVadis, performing in the top 5% of companies assessed by this leading non-financial rating agency. This assessment, which is based on international standards, evaluates the extent to which corporate social responsibility principles have been integrated into a company's actions and practices. Milliken was recognized for its non-financial performance in four major areas and reflects our commitment to these areas: Ethics, Environment, Labor and Human Rights, and Sustainable Procurement. You can request more information [here](#).



As a member of the American Chemistry Council (ACC), we are committed to the ACC's sustainability principles to promote the safe use of chemicals, address the environmental impacts of our operations and products, go beyond regulatory requirements, and collaborate with others to fulfill our commitments to sustainability.

WE SUPPORT



Milliken commits to the Ten Principles of the United Nations Global Compact, including our annual Communication on Progress, which you can access [here](#). Milliken supports the United Nations Sustainable Development Goals (U.N. SDGs) and the 2030 Agenda for Sustainable Development. Our strategy to address social, environmental, and economic challenges aligns with certain priorities of the U.N. SDGs. We aim to minimize our negative impact and maximize our positive contribution across areas covered by the SDGs, with a focus on our highest impact areas.



In 2025, Milliken was recognized for the 19th time as one of the World's Most Ethical Companies®, one of only six companies to do so, reflecting our commitment to ethics and compliance. Ethisphere Institute, a world leader in the definition and promotion of ethical standards, recognizes companies that have demonstrated their commitment to ethical business practices through programs that have a positive impact on employees, communities and, more broadly, on stakeholders, contributing to sustainable and profitable long-term commercial performance.



We are a proud member of the American Chemistry Council's Responsible Care® initiative, which reflects our commitment to environmental, health, and safety performance.



Several of our major textile product lines have Oeko-Tex® 100 certifications, reflecting our commitment to third-party product certifications.



Our modular carpet tiles manufactured in the Americas, Asia-Pacific, Australia, and some manufactured in Europe are Cradle to Cradle Certified® Silver, reflecting our commitment to circularity principles.






Milliken's science-based net-zero targets have been approved by the Science Based Targets initiative, reflecting our net-zero commitment.



Several of our Milliken sites are certified to various ISO standards, including, for example, ISO 14001, 45001, 50001, and 9001. Milliken's cybersecurity program is also certified to ISO 27001.

METRICS

Milliken's near-term objectives to manage our People, Planet, and Business Conduct impacts are described below. Click on the tiles to review metrics for each objective. Additional reporting and disclosures are available in this report.

 PEOPLE	Workforce LEARN MORE	Suppliers LEARN MORE	Communities LEARN MORE	Customers LEARN MORE
 PLANET	Climate LEARN MORE	Environment LEARN MORE	Water LEARN MORE	Waste LEARN MORE
 BUSINESS CONDUCT	Policies LEARN MORE	Training LEARN MORE	Anti-Corruption LEARN MORE	Reporting Channels LEARN MORE



PEOPLE

WORKFORCE

SUPPLIERS

COMMUNITIES

CUSTOMERS

WORKFORCE

An assessment of our impacts, risks, and opportunities indicated that our own workforce is an impact area for Milliken. Our workforce consists of individuals directly employed by the company as employees and non-employees engaged through contracts to supply labor at our locations. We refer to our workforce as our management, administrative, and production associates. The key disclosures related to our workforce include the following sub-topics: health and safety; training and skills development; equal treatment; and other labor-related human rights topics. Among the sub-topics, the highest impact topic for our own workforce is health and safety. We prioritize improving the positive impacts and minimizing any negative impacts on the health and safety of our associates.

WORKFORCE POLICIES

Our approach to managing impacts on our own workforce is guided by the policy commitments described in this section and by our broader policy commitments detailed in the [People](#) and [Business Conduct](#) sections of this report.

CODE OF CONDUCT

Milliken's [Code of Conduct](#) guides our associates in their decision-making to maintain an ethical culture and ensure integrity. We provide additional details about the Code of Conduct and ethical conduct policies within the [Business Conduct](#) section.

GLOBAL SAFETY POLICY

We have established global policies and systems to drive health and safety throughout our business, including our [Global Safety Policy](#), to promote an injury-free work environment and create a culture of positive impact on the health and well-being of our associates and surrounding environment. Our Global Safety Policy covers our entire workforce including associates, third-party contractors, and subcontractors that work onsite at any of our locations. As detailed in our policy, we devote resources to training our associates and onsite third parties so they can perform their jobs, operate equipment safely, eliminate potential workplace hazards, and comply with

health and safety laws including the Occupational Safety and Health Administration (OSHA) regulations.

Management associates affirm and acknowledge their commitment to take reasonable care of their own health and safety, as well as that of others on their team. Management associates must be familiar with and adhere to Milliken safety requirements and local regulatory health and safety requirements. We rely on our management associates to ensure associates within the scope of their authority are properly trained to perform their jobs safely. Moreover, they must actively influence, support, and encourage associates to engage in our safety management processes. We expect management associates to role model our safety policies and actively consult associates to mitigate safety concerns in the workplace. Management associates review, acknowledge, and affirm this safety commitment annually, in addition to the [Code of Conduct](#) affirmation.

In developing this policy, we considered the interests of associates and onsite workers through consultations with our health and safety committees, incident reporting from the [Helpline](#), and internal incident safety data. Feedback highlighted concerns related to glove safety, for example, which resulted in the creation of a dedicated Glove Safety Policy to enhance our Global Safety Policy requirements.



WORKFORCE POLICIES

EDUCATION AND DEVELOPMENT POLICY

We recognize the importance of associate development as a key contributor to both business success and long-term career growth. Building the experiences and skills required for current roles, while preparing associates for future career opportunities, is fundamental to maintaining a skilled, engaged, and resilient workforce.

Key objectives of our Education and Development policy include:

- Support continuous learning and professional development for our associates
- Ensure associates have the skills necessary to perform their roles safely, ethically, and effectively
- Promote internal mobility, career progression, and talent retention
- Align individual development with organizational needs and strategic priorities
- Foster a culture of lifelong learning and shared responsibility for development between managers and associates

Our Education and Development Policy applies to our associates globally. It covers training and skills development activities related to role-specific and technical skills, leadership and career development, and workplace health and safety. Where relevant, the policy also applies to managers in their role of supporting and enabling associate development through regular dialogue, coaching, and performance reviews. We expect managers and associates to engage in focused skill and career development discussions on a periodic basis to identify aspirations, establish individual plans, and review progress to adjust actions as appropriate. We support external learning opportunities where they are relevant to business needs and individual development goals including experiences such as conferences, training, and third-party certifications.

In developing this policy, we considered the interests of our associates as the primary affected stakeholders. Associate development needs and expectations were identified through regular performance and development discussions between associates and managers, feedback from employee engagement surveys, and insights gained from training participation input.

No voluntary third-party certification standard is formally adopted under this policy; however, external benchmarks and regulatory guidance are used to inform program design and content. Where relevant, training programs consider recognized external standards and best practices related to occupational health and safety, workplace ethics and compliance, and equal opportunity and non-discrimination.

NON-DISCRIMINATION AND EQUAL OPPORTUNITY POLICY

We are committed to fostering a workplace in which our associates are treated with respect and dignity. This commitment is embedded in the Company's values and articulated through our [Code of Conduct](#) and a non-discrimination and equal employment opportunity policy. This policy applies to all associates, including permanent, part-time, and temporary workers, as well as applicants for employment. This policy applies across locations where we operate and covers all phases and terms of employment.

Our policy expressly prohibits any form of discrimination or harassment based on actual or perceived race, color, creed, religion, sex or gender (including pregnancy), sexual orientation, gender identity or gender expression (including transgender status), ancestry, national origin, citizenship, age, physical or mental disability, genetic information, marital status, veteran or military status, or any other characteristic protected by applicable law. Associates or third parties who believe they or others have experienced discrimination in violation of our commitments must immediately inform a supervisor or human resources representative, in accordance with our [Global Whistleblower Policy](#). We offer training to help associates understand their responsibilities in creating Milliken's workforce culture.

We encourage our associates and third parties to report any concerns or suspicions of discrimination or other prohibited misconduct in violation of our workforce policies. Matters submitted to management, human resources, legal, or through our [Helpline](#) are thoroughly investigated. Incidents or allegations of harassment or discrimination are logged in our Helpline system to track the investigation, root cause, actions taken, and other remediation steps, such as training or policy reviews. In establishing this policy, we considered the interests of associates and applicants including the need for a respectful workplace, fair access to employment and opportunities, and clear mechanisms for raising concerns and seeking remediation.

Our Non-Discrimination Policy is aligned with applicable local, state, federal, and international employment and human rights laws. It is consistent with generally recognized principles reflected in international frameworks such as the International Labor Organization (ILO) conventions on non-discrimination and equal opportunity and applicable civil rights and employment legislation.



Awareness of Compliance and Ethics campaign trains employees on company policies.

WORKFORCE POLICIES

GLOBAL HUMAN RIGHTS POLICY AND MODERN SLAVERY STATEMENT

Global human rights are fundamental to the operations of our business. With operations around the world, we are committed to applying global standards for responsible business, including compliance with labor regulations related to hiring, wages, hours worked, and overtime; providing safe working conditions; non-discrimination and equal opportunity; a work environment free from harassment and abuse; the freedom to associate and bargain collectively; data privacy; security; and the elimination of modern slavery, human trafficking, and harmful or exploitative forms of child labor. This commitment is articulated through our [Global Human Rights Policy and Modern Slavery Statement](#), which together outline a zero-tolerance approach to human rights violations and establish expectations for responsible business conduct.

These policies apply to our associates, temporary workers, and third-party employees including contractors. The policies apply globally across our operations and extend to the supply chain through the [Third Party Code of Conduct](#) and related due diligence processes. Associates and relevant third parties are required to report suspected violations through established reporting channels, including our third-party managed [Helpline](#). Retaliation against individuals who raise concerns is prohibited.

Our human rights policies and practices are aligned with internationally recognized standards and legal frameworks, including the United Nations Universal Declaration of Human Rights; International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work; United Nations Guiding Principles on Business and Human Rights; and the United Nations Global Compact (Ten Principles), to which the Company is a signatory. We also comply with and report transparently in accordance with the UK Modern Slavery Act, the Australian Modern Slavery Act, the California Transparency in Supply Chains Act, and the Canadian Fighting Against Forced Labour and Child Labour in Supply Chains Act.

In establishing our human rights policies, we considered the interests of affected stakeholders, including associates, temporary workers, suppliers' workers, and other value chain participants.

Key considerations of our Global Human Rights Policy include:

- Fundamental right of workers to be free from coercion, exploitation, and unsafe working conditions
- Need for accessible and confidential grievance mechanisms for both internal and external stakeholders
- Importance of transparency, training, and accountability to prevent adverse human rights impacts

WORKFORCE ENGAGEMENT

JOINT MANAGEMENT AND ASSOCIATE HEALTH AND SAFETY TEAMS

Engaging our associates regularly in safety improves outcomes. Our Standard Site Safety Structure requires our locations to have a Safety Steering Team in order to provide oversight and direction of site safety sub-teams and processes to ensure we provide a safe and healthy work environment. Our sites designate leaders or coaches for sub-teams that manage key safety reporting processes to ensure employee engagement in our health and safety structure and management. These sub-teams manage items such as emergency preparedness, lockout tagout/guarding, new hire training, safety engagement and morale, safety audits, process hazards, risk management, and powered industrial vehicle. Smaller locations may combine sub-teams as needed.

At our manufacturing locations, a dedicated Morale Team focuses on associate engagement and morale. The team aims to achieve 100% associate engagement in the safety process by conducting education to raise awareness of safety hazards on the job and the need to look out for fellow associates; improving morale and building trust; and engaging associates to enhance overall safety performance. The Morale Team activities vary by location and may include team building and engagement, new hire activities, community involvement and volunteering, training, and appreciation efforts.

REPORTING SAFETY CONCERNS AND SAFETY INCIDENT MANAGEMENT

Our associates are responsible for complying with safety rules, policies, and procedures at their respective sites, including regulatory safety requirements that may vary by location. Our associates are responsible for reporting safety incidents, including near misses or injuries. We require prompt reporting to correct hazards and share lessons learned throughout our organization. Associates may report safety concerns to the Corporate Safety Team, which has a dedicated email, or to the [Helpline](#). These reports then trigger an investigation by a designated site team. The investigation team determines the causes of each incident and develops action plans to address each cause.

Incidents are entered into our company environmental, health, and safety reporting system and require a cause analysis and action plan to be tracked to completion.

ASSOCIATE ENGAGEMENT SURVEYS

We conduct a comprehensive associate engagement survey that addresses seven core categories: experience at Milliken, mission alignment, team dynamics, growth and development opportunities, compensation and benefits, management effectiveness, and ethics and compliance. Although our results are favorable, we remain committed to responding proactively to associate feedback. Survey responses inform our enterprise-wide strategic talent initiatives, and each site is required to develop targeted action plans for continuous improvement. Recent enhancements include updated benefits and recognition programs, structured career progression and development pathways, and improved communication strategies designed to enhance transparency.

TRAINING AND SKILLS DEVELOPMENT FEEDBACK MECHANISMS

We engage with associates on training and skills development through structured learning programs complemented by systematic feedback mechanisms. Associates participate in role-relevant training sessions designed to enhance job-specific skills, professional competencies, and knowledge. Following each training, associates are invited to complete post-training surveys to assess the effectiveness of the program and to inform continuous improvement. Survey questions evaluate the effective use of time, whether the training increased skills and knowledge, the professionalism of the instructor, and the relevance of the content to the associate's role. An open-ended question allows associates to provide qualitative feedback and suggest topics or improvements for future training materials and courses. Survey results and feedback are reviewed by management and training leads. Engagement with and feedback from our associates is used to refine training content, delivery methods, and future skills development initiatives, ensuring alignment with workforce needs and business objectives.

AFFINITY NETWORK GROUPS

We engage with our workforce using affinity network groups that are designed to provide our associates with avenues to learn from, engage with, and support each other and the community. Activities include social gatherings, networking, peer coaching, and community engagement. Each affinity network has a steering committee that sets strategic initiatives and events based on shared interests, feedback, and training needs. The steering committees designate working groups or sub-committees composed of associates who volunteer to engage and drive network priorities. Affinity networks are voluntary and open to all associates. Our affinity networks include the Multicultural Engagement Resource Group, New Kids on the Block, Pride, Wellness, Women's Alliance, and our Veterans' Group.

HUMAN RIGHTS RISK ASSESSMENT

We engage with some of our associates on human rights matters through a structured human rights risk assessment conducted with the support of an external consulting firm. The assessment is used to identify known and likely human rights risks across our operations and to identify opportunities for improvement. As part of this process, associates rank the three human rights risks most relevant to our operations and industry based on their roles and provide qualitative input through open-ended responses on additional high-risk areas and feedback on identified risks. This engagement supports the integration of workforce perspectives into the human rights risk identification and prioritization processes.

CHANNELS TO RAISE CONCERNS

Associates are encouraged to raise concerns or seek guidance at any time by consulting Human Resources or Legal, or by reporting through the [Helpline](#), including with respect to issues such as safety, discrimination, forced labor, child labor, and freedom of association and collective bargaining. These reports then trigger an investigation by a designated site team. The investigation team determines the causes of each incident and develops action plans to address each cause. Incidents are entered into our company reporting system.

WORKFORCE ACTIONS

Key actions that we have taken and planned to prevent, mitigate, and remediate actual and potential impacts, and address risks and opportunities related to Milliken's own workforce are described below. Each action scope covers our own operations within the value chain, including both our workforce and non-employee workers where relevant, and includes an ongoing time horizon for completion. Actions for our workforce are also disclosed in the [Business Conduct](#) section of this report.

HEALTH AND MANAGEMENT SYSTEM

Our associates and non-employees are covered by our safety management system with consistent standards across our sites. We have sites that maintain third-party certifications for their health and safety management system including ISO 45001 certification and Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP) STAR-certified.

ISO 45001 certification, formally known as "Occupational Health and Safety Management System—Requirements with Guidance for Use," is a standard used to improve overall workplace safety and reduce the number of occupational risks. ISO 45001 is intended to apply to an organization of any size, regardless of the industry in which it operates.

Sites are OSHA VPP certified for demonstrating exemplary achievement in preventing and controlling occupational health and safety hazards and developing, implementing, and continuously improving safety and health management systems. VPP recognizes employers and workers in the private industry and federal agencies who have implemented effective safety and health management systems and maintain injury and illness rates below U.S. Bureau of Labor Statistics averages for their respective industries. Company management, associates, and OSHA representatives work cooperatively and proactively to prevent fatalities, injuries, and illnesses through a system focused on hazard prevention and control, worksite analysis, training, management commitment, and worker involvement. To participate, employers must apply to OSHA and undergo a rigorous on-site evaluation by a team of safety and health professionals. VPP participants are re-evaluated every three to five years to remain in the program. VPP participants are exempt from OSHA-programmed inspections while they maintain their VPP status.

LEADERSHIP SAFETY REPORTS

Each month, our Executive Vice President, Global Operations and Chief Supply Chain Officer provides senior management a companywide safety report with a breakdown of our priorities. This review highlights safety performance data, including recordable, lost-time, and life-altering events.

We share safety incident data with our Board of Directors at scheduled board meetings, which take place five times per year. The board reviews the companywide operations report dashboard, which includes safety metrics such as recordable, lost-time, and life-altering events.

MONTHLY CORPORATE SAFETY MEETINGS

Incidents are reported, analyzed, and monitored with the necessary corrective and preventative actions. The Corporate Safety Team holds a monthly meeting to review company safety performance, incidents, education, and compliance, along with a call to action. This monthly meeting includes more than 50 leaders from across our organization, including senior leaders. Each incident review shares an overview of the incident with a detailed description, investigation results, and corrective action to enable companywide learning and improvement. Additionally, there is a safety working group comprised of global safety leaders from across the company. These individuals review incidents in detail to prepare safety learnings for the monthly corporate safety meeting.

SAFETY INCIDENTS AND ACTIONS AVAILABLE TO OUR ASSOCIATES

The Corporate Safety Team keeps an anonymized incident review log by business and plant location on the Milliken Connect Safety Hub, which is available to our associates globally. The incident log covers the incident type, date, cause, body part harmed (if applicable), whether the incident was life threatening, and generally how the incident was reviewed.

SAFETY INCIDENT NEWSLETTER

The Corporate Safety Team sends senior management (including Milliken's leadership team), corporate safety, and plant leadership an eNewsletter summarizing any safety incident that involves recordable, lost-time, or life-altering events. Each newsletter includes a "Leader Action" statement or tip to ensure management is aware of additional steps or actions they can take to keep associates safe in the workplace. In addition, Milliken's leadership team has channels to engage with leaders on the remediation plan, as needed.



Glove safety demonstrated at Milliken's Pine Mountain plant.

WORKFORCE ACTIONS

ANNUAL SAFETY TRAINING

Our associates are trained in safety skills-related courses every year. Employees and non-employees, including third-party contractors, are included in annual safety training and standard safety incident overviews, and are required to acknowledge our safety policies and Code and any other standard safety processes to ensure parties on site are aware of and abide by Milliken's safety protocols.

Management and administrative associates must complete mandatory, annual safety compliance training through our Awareness in Compliance and Ethics program. Our compliance curriculum includes a course on environment, health, and safety to highlight the importance of protecting yourself and others by leading with safety. The annual production associate training curriculum is offered online or in-person based on the site, applicable risk areas, and local legal requirements.

EXAMPLE ANNUAL SAFETY TRAININGS OFFERED TO PRODUCTION ASSOCIATES

Fire Extinguisher Safety and Awareness

Personal Protective Equipment

Fall Protection Awareness

Lockout/Tagout Training

Machine Guarding

Introduction to Industrial Hygiene

Hearing Conservation

Walking and Working Surfaces

Bloodborne Pathogens

Basic Respiratory Protection

Process Safety Management of Highly Hazardous and Explosive Chemicals

Confined Space Hazards

Egress and Emergency Action Plans

Glove Safety

ONBOARDING SAFETY TRAINING

Safety training begins during the onboarding process. Informed by role-based job risks, associates undergo an initial 90-day training program and receive ongoing training on hazards that apply to their work. Onboarding may include training on lockout/tagout (control of hazardous energy), powered industrial vehicles, overhead work/fall protection, confined spaces, machine guarding, and site-specific hazard awareness training.

MANAGER SAFETY TRAINING

New managers are enrolled in our safety leadership course, "LEAD in Safety". The course introduces newly hired managers to the value and expectations we place on occupational safety for associates. Topics covered include leadership commitment, associate engagement, hazard identification, leadership responsibilities, and our commitment to the U.S. Occupational Safety and Health Voluntary Protection Program.

OCCUPATIONAL HEALTH TRAINING

We use a variety of occupational health services at our sites, including annual health exams, to monitor the success of mitigation efforts related to potential hazardous exposures that may pose long-term health risks for our associates. Our nurses and certain associates train to become Certified Occupational Hearing Conservationist (COHC) Spirometry specialists. The Council for Accreditation in Occupational Hearing Conservation (CAOHC®) requires a 20-hour certification course and a passing score on the exam. Certified specialists conduct hearing tests for our associates at our manufacturing sites. The National Institute for Occupational Safety and Health (NIOSH)-approved Spirometry Certification is an in-person course for healthcare professionals who conduct spirometric pulmonary function tests at our manufacturing sites.

ONGOING SAFETY TRAINING

As part of our Safety Standardization Initiative ("Back to Basics" campaign), our Corporate Safety Team designates a relevant safety topic every month and provides a toolkit that includes a weekly subtopic based on the monthly theme to be featured at the weekly safety tailgate. Each shift begins with a

daily safety meeting based on the weekly safety topic. Safety training toolkits (PowerPoint® slides, videos, and talking points) are available in six languages. Location leaders may adjust topics based on risk assessments, reported near misses, or observations at the specific location, as long as the monthly and weekly topics are covered as well. Monthly topics include ergonomics, manual handling, electrical safety, lock out/tag out, fire safety, hand safety, machine guarding, walking and working surfaces, and heat stress. We have boosted employee morale with clear communication and transparent feedback regarding safety. We achieve these positive outcomes by having daily, weekly, and monthly meetings with our associates on relevant safety issues, topics, data insights, investigation results, and education on safe practices.

LAB SAFETY

Lab Community Safety Council (U.S.)

Our Lab Community Safety Council holds a monthly safety meeting to review safety performance, incidents, audit results, education, and compliance. The council has seven working groups focusing on audits, communications, incident investigation, industrial hygiene, mechanical and electrical management, process hazards, and team training. During the monthly meeting, the council reviews each incident from the prior month, including a detailed incident description, investigation results, and the corrective action plan. The incident review aims to enable other safety leaders to gain insights that help them make necessary adjustments to avoid similar incidents.

Lab Safety Audits and Inspections Committee (U.S.)

The Lab Safety Audit and Inspections Committee facilitates conditions and behavior-based safety audits to prevent injuries. The committee compiles audit data monthly to present at the Lab Community Safety Council meetings. They manage corrective action plans from recent audit results, review lab auditing processes and update guidance as needed, and arrange periodic training for lab safety auditors to increase audit quality and maintain best practices. Associates are encouraged to report issues directly to the Lab Safety Audits and Inspections Committee email provided on the Milliken Connect Lab Community Safety Council website.

WORKFORCE ACTIONS

TALENT DEVELOPMENT AND TRAINING REPORTS

Our Chief Human Resources Officer leads our global workforce and talent strategies. Each month, our Chief Human Resources Officer reports to senior management on the status of these talent strategies. Our Chief Human Resources Officer and Vice President of Human Resources Operations provide updates on our workforce strategy to our Board of Directors at least three times a year, including training statistics and ongoing strategic progress. Our approach includes councils supporting our workforce strategies that meet monthly and include human resources and business leaders.

Our talent development and training programming is managed by our Senior Director of Talent Development, who reports to the Chief Human Resources Officer. Our Learning Council meets regularly and brings together stakeholders across functions and regions in the organization. Led by the Talent Development Team, the Council aims to create a global community for reporting on best practices, innovation, and collaboration among those involved in training and development.

LEADERSHIP MODEL AND COMPETENCIES

A common framework aligns our leaders on shared competencies. The Milliken Leadership Model serves as a foundation for building associate leadership skills. The model focuses on management foundations, including career coach, team ignitor, performance, and values champion. In addition, the model fosters growth leadership, including analytic risk-taking, futuristic innovation, growth catalysts, and strategic thinking.



Milliken offers skills development programs to associates. For example, the Speak Now course is a one-and-a-half-day, hands-on, instructor-led program designed to alleviate the fear of public speaking.

LEADERSHIP DEVELOPMENT PROGRAMS

Milliken LEAD is a suite of specialized programs designed to foster effective leadership across various levels and departments in our organization. Setting the standard for associate excellence at Milliken, these programs aim to empower leaders to perform to their full potential. Courses are offered to associates globally.

Skills Development Programs

Milliken offers skills development programs to associates. For example, the Speak Now course is a one-and-a-half-day, hands-on, instructor-led program designed to alleviate the fear of public speaking. Participants develop and deliver a three-minute presentation multiple times, incorporating new skills and receiving feedback each time. The course covers key aspects such as developing a presentation, delivering it effectively, and integrating visuals.

Executive Sponsorship Program

Our Executive Sponsorship Program offers associates one-on-one mentorship, training, and professional development opportunities designed to foster leadership and career growth. High-potential associates are identified and selected by the Milliken Leadership Team based on demonstrated leadership capability, career growth potential, and alignment with organizational values. This program includes quarterly learning sessions covering topics such as the Milliken Leadership Model, career development, and career advice. Participants benefit from biannual open CEO forums, providing direct access and dialogue with top leadership.

EXAMPLE OF LEAD PROGRAM TOPICS

Project Management

Team Engagement

Organizational Strategy

Situational Leadership

Safety Engagement

CAREER DEVELOPMENT PROGRAMS

We heard our associate feedback and worked to improve the career development education offered through Milliken University. We added dedicated programming to target gaps cited by associates, including additional manager development offerings covering topics such as respectful workplace, authentic leadership, ethics reporting, investigations, and effective communication.

Career Navigators is an internal platform designed to share career stories and trajectories within various job functions across our organization. Its goal is to empower associates to chart their own professional journeys, fostering informed career decisions and growth.

DeX is a virtual bulletin board providing short-term development opportunities for associates globally. This tool enables project managers to involve associates in existing or upcoming projects, thereby enhancing project efficiency and introducing leaders to talent across the organization. By participating in DeX projects, associates have the chance to expand their skillsets and contribute to initiatives outside of their traditional teams.

On-the-Job Trainer (OJT) certification course, offered in five languages, prepares experienced manufacturing associates for the role of On-the-Job Trainer at our sites. New plant associates must be trained by a certified OJT to work independently with certain machinery. An OJT serves in a leadership role at our manufacturing sites and is critical to the success of our new associates.



DeX is a virtual bulletin board providing short-term development opportunities for associates globally.

WORKFORCE ACTIONS

ASPIRE TO MANAGEMENT PROGRAM

The Aspire to Management Program (AMP) equips production associates with essential management skills and prepares them for career advancement. AMP is a one-year leadership development opportunity for production associates who aspire to move into manufacturing management roles. The AMP program covers leadership, communication, problem-solving, and project management skills. Completing this program replaces undergraduate degree requirements for most managerial manufacturing job postings at Milliken. AMP gives participating associates the tools and knowledge to lead and inspire their teams toward success.



2025 Aspire to Management Program (AMP) graduates — a group of associates who dedicated last year to strengthening their leadership capabilities, broadening their technical and business acumen, and delivering high-impact projects across the organization.

PRODUCTION LEADERSHIP TRAINING PROGRAM

Our instructor-led interactive Leadership Essentials course is designed to equip plant supervisors with critical leadership skills. Hosted in-person at our manufacturing sites, this training covers key areas such as respectful workplace practices, authentic leadership, ethics reporting and investigations, and effective communication across generations and organizational levels. Participants engage in six in-person classes and e-courses over several months, ensuring comprehensive development and engagement.

CAREER LADDERS

We believe in fostering growth and development across our organization. Our career ladders offer structured and attainable pathways for advancement, providing clear routes for progression in various roles, including production. We provide information about currently available roles while also giving associates real examples of tenured associates who developed into leadership roles.

PAY EQUITY REPORT

We take active measures to promote equal opportunity and prevent discrimination across our workforce, which includes a focus on pay equity. Milliken prepares a pay equity analysis in compliance with the U.K. Equality Act 2010 and annually discloses a [Gender Pay Report](#) covering U.K. operations. The report provides transparency on gender pay gaps and related metrics and includes information on actions taken or planned to address any disparities identified through the analysis. Findings from the pay equity review inform ongoing workforce policies, compensation practices, and targeted interventions to support fair and non-discriminatory remuneration outcomes.

SOCIAL DIALOGUE AND COLLECTIVE BARGAINING

We support effective social dialogue and respect associates' rights to freedom of association and collective bargaining in accordance with applicable laws. We engage with employee representatives through collective bargaining agreements and other formal dialogue mechanisms that define working conditions and employment terms, including wages, working hours, health and safety, benefits including sick leave and retirement, and training and development. In the United States, associates at the Hickory Textile Plant are covered by a collective bargaining agreement, while in international operations—including Australia, France, Belgium, and Germany—associates are covered by trade-sponsored or governmental bargaining arrangements. These agreements inform Milliken's approach to workforce management and are complemented by broader efforts to provide competitive market wages and favorable working conditions for associates, regardless of bargaining coverage.

WORKFORCE ACTIONS

HEALTH AND WELLNESS BENEFITS

Our actions include providing associates with health services, life insurance, retirement or pension plans, parental leave, vacation, and disability coverage. Our Benefits Policy guides our benefits schemes, provisions, and governance. The types and value of benefits provided vary between geographies, depending on market practices, cost, and tax legislation. We provide associates with additional benefits and resources, as well as education, to support their mental and physical health. Offerings vary based on location, country specifications, and availability. Many locations have an on-site nurse available for physical wellness checks.

LIFE INSURANCE

Life insurance provides compensation in the case of the death of an associate. The benefit is valid only while an associate is employed with Milliken.

DISABILITY COVERAGE

Disability coverage refers to insurance that provides income protection for associates who become temporarily or permanently unable to work. The benefit is valid only while an associate is employed by Milliken.

RETIREMENT OR PENSION PLANS

Retirement or pension plans provide funds for associates to use upon retirement and can be in the form of a periodic payment, a lump-sum payment, or an account that the associate can access after certain retirement criteria are met. This is usually not insurance and will last through the associate's life, even after they leave the Company.

PARENTAL LEAVE

Associates are eligible for family-related leave. Milliken's global standard of parental leave for associates consists of six weeks of paid leave for primary caregivers and two weeks of paid leave for secondary caregivers. Milliken's parental leave standard sets a minimum standard. We adhere to higher standards across jurisdictions as required by law and accommodate any applicable benefits from national social security schemes, personal insurance schemes, or equivalent.

VACATION

We provide vacation as a benefit to eligible associates, allowing them to use earned time off from work without loss of compensation or benefits. Vacation accrual is based on years of continuous service and may differ by region or geographical location depending on market practices or local legal requirements.

EMPLOYEE ASSISTANCE PROGRAM

Our locations globally offer mental health assistance through our Employee Assistance Program (EAP). Our global EAP provides confidential support for personal and work-life issues. EAP benefits include counseling services at no charge to associates and their family members. In addition to unlimited telephone support, associates can receive face-to-face, video, or text-based counseling sessions with a licensed professional counselor. This service is available in multiple languages.

HEALTH ADVOCATE™ (U.S.)

We provide access to non-occupational medical and healthcare services through partnerships with third-party providers, including Health Advocate, Inc. Health Advocate provides associates with a range of benefits to support their physical, mental, and social well-being. The program includes a wellness incentive program that rewards associates for taking healthy actions, such as completing a personal health profile, joining a health challenge, or beginning a wellness workshop with a health coach. Participants receive a medical premium reduction to promote associate engagement.

WORKFORCE METRICS AND TARGETS

We aim to continuously improve positive outcomes and reduce negative impacts by assessing our impacts, risks, and opportunities and by engaging regularly and meaningfully with our associates. We monitor numerous qualitative and quantitative metrics as indicators to measure the effectiveness of our policies and actions. Disclosing multiple metrics allows us to track progress and gain insight into where improvements are needed. While certain individual sites or functions set internal, time-bound targets, tracking and disclosing multiple metrics enables better resource allocation and strategic planning across the organization.

OWN WORKFORCE

Metric Category	Metric Description	Unit	2023	2024	2025
Permanent Employees	Total	Number	6898	6881	6786
	Women	Number	2483	2479	2491
	Men	Number	4399	4387	4281
	Other	Number	0	0	1
	Gender N/A	Number	16	15	13
Temporary Employees	Total	Number	1104	1222	1159
	Women	Number	298	301	252
	Men	Number	593	669	620
	Other	Number	0	0	0
	Gender N/A	Number	213	252	287
Non-Guaranteed Hours Employees	Total	Number	0	0	0
Management Distribution	Total	Number	1916	1942	1800
	Women	Number	678	701	669
	Men	Number	1232	1236	1126
	Other	Number	6	5	5
Employee Turnover Rate	Employee Turnover Rate	Rate	21.8	15.3	15.5
Employee Structure ¹	Belgium	Number	193	187	186
	China	Number	330	342	351
	France	Number	93	92	93
	Germany	Number	64	67	66
	United Kingdom	Number	410	400	303
	United States	Number	5570	5536	5525

WORKFORCE METRICS FOOTNOTES

1. Countries with at least 50 employees are listed here.

WORKFORCE METRICS AND TARGETS

HEALTH AND SAFETY

Metric Category	Metric Description	Unit	2023	2024	2025
Joint Management and Associate Health and Safety Team	Total Represented Employees ¹	Percentage	89	89.1	88.9
Third-Party Health and Safety Management System Coverage	Employees	Percentage	100	100	100
	Non-Employees	Percentage	100	100	100
Sites that Hold Third-Party Health and Safety Management Certifications	Total	Number	25	26	26
	ISO 45001	Number	4	4	4
	OSHA VPP Star Certified ²	Number	21	22	22
Employee Health and Safety Risk Assessment	Operational Sites Covered	Percentage	91	100	100
	Employee Participation in Safety Skills-Related Training	Percentage	100	100	100
Safety Training	New Managers Participation in Safety Training	Number	65	61	65
	Employee Participation in Annual Environmental, Health, and Safety (EHS) Training	Percentage	100	100	100
Reporting Safety Concerns	Total EHS System Reports	Number	1439	1187	1469
	Total EHS Helpline Reports	Number	10	16	17
Lost-Time	Incident Rate ³	Rate	0.29	0.29	0.27
	Incident Total	Number	23	22	20
	Days Lost to Work-Related Injuries, Fatalities from Work-Related Accidents, Work-Related Ill Health, and Fatalities From Ill Health	Number	1522	1120	681
Injury Severity and Fatalities	Severity Rate ⁴	Rate	96	74	45.5
	Fatalities as a Result of Work-Related Injuries	Number	0	0	0
	Fatalities as a Result of Work-Related Ill Health	Number	0	0	0
Recordable Work-Related Accidents	Total Accident Rate ⁵	Number	0.88	0.73	0.8
	Employee Total	Number	70	55	60
	Employee Rate ⁶	Rate	0.88	0.73	0.8
	Non-Employees Total	Number	2	1	1
	Non-Employees Rate ⁶	Rate	1.26	2.04	0.63
Recordable Work-Related Ill Health Cases	Total Recordable Cases ⁷	Number	13	11	17
Lab-Related Safety Incidents	Total Incidents	Number	5	13	18
	Total Recordable Events	Number	1	1	4

HEALTH AND SAFETY FOOTNOTES

- Figure represents the percentage of total employees across all global manufacturing sites that achieved required safety engagement metrics which include safety meeting attendance, on-site audit and/or involvement in a safety project.
- Occupational Safety and Health Administration (OSHA) Voluntary Protection Program (VPP).
- U.S. Department of Labor Occupational Safety and Health Administration standards of recording criteria for occupational injuries and illness. Records of contractor safety metrics are maintained by the contractor's direct employer."
- Injury Severity Rates calculated by Days Lost Due to Injuries X 1,000,000 / Total Hours Worked.
- Recordable Incident Rates calculated by # of Recordable Incidents X 200,000 / Total Associate Exposure Hours. Exposure Hours = Work Hours. U.S. OSHA refers to incidents historically and E.U. CSRD states that an incident is something that results in injury/ill health and is often referred to as an "accident." For purposes of Milliken's safety data in this report, "accident" and "incident" are used interchangeably.
- Recordable Incident Rates calculated by (# of Recordable Incidents) X (200,000) / (Total Associate Exposure Hours). Exposure Hours = Work Hours.
- This figure represents our interpretation of "work-related ill health" as outlined in the draft European Sustainability Reporting Standards and ILO List of Occupational Diseases, subject to legal restrictions on data collection.

WORKFORCE METRICS AND TARGETS

TRAINING AND SKILLS DEVELOPMENT

Metric Category	Metric Description	Unit	2023	2024	2025
LEAD Training ¹	In-Person Offering	Percentage	100	100	100
	Online Offering	Percentage	0	0	0
	Total Participants	Number	637	289	163
Associate Training	Average per Associate	Hour	9.42	14.3	13.97
	Total Associates ²	Number	6898	6884	6786
	Associates Receiving Training	Number	6674	6883	6752
Annual Training on Anti-Harassment and Discrimination	Duration	Hours	0.3	2	1.5
	Classroom Training Participants	Number	4008	4269	4371
	Computer-Based Training	Number	2666	2614	2381
	Frequency Offered	Per Year	1	1	1
	Frequency Required	Per Year	1	1	1
	Completion Total	Percentage	97	100	99.5
	Aspire to Management Program	Total Associate Completion	Number	7	6
Performance and Career Development	Associates Who Received Performance and Career Development Review	Percentage	99.6	99.9	95.7

TRAINING AND SKILL DEVELOPMENT FOOTNOTES

1. Includes LEAD by Influence, LEAD in Manufacturing, LEAD in Organizations, LEAD Together, and LEAD in Safety.
2. This number is an estimate of total associates invited factoring in turnover, leaves of absence, and other factors that may lead to exemption by the October 30th training timeline.

WORKFORCE METRICS AND TARGETS

EQUAL TREATMENT

Metric Category	Metric Description	Unit	2023	2024	2025
U.K. Gender Pay Gap Report ¹	Mean (Average) Gender Pay Gap	Percentage	1	-4	1.4
	Median Gender Pay Gap	Percentage	-12.8	-20.7	-10.6
	Women in U.K. Workforce	Percentage	23	24	27
	Men in U.K. Workforce	Percentage	77	76	73
Helpline Metrics	Total Reports	Number	141	147	160
	Substantiated Claims of Harassment or Discrimination Related to Pregnancy or Maternity Rights or Gender Discrimination	Number	0	0	0
	Allegations of Discrimination	Number	9	10	13
	Substantiated Reports of Discrimination	Number	1	4	4
	Allegations of Harassment	Number	40	46	50
	Substantiated Reports of Harassment	Number	20	34	27

EQUAL TREATMENT FOOTNOTES

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

WORKFORCE METRICS AND TARGETS

OTHER LABOR-RELATED HUMAN RIGHTS

Metric Category	Metric Description	Unit	2023	2024	2025
Associates Covered by Benefits/ Social Protection ¹	Disability	Percentage	100	99.8	99.1
	Healthcare	Percentage	80	99.8	80
	Life Insurance ²	Percentage	100	100	100
	Retirement/Pension	Percentage	100	100	99.9
Collective Agreement Coverage ³	Associates Covered	Percentage	6	6	6
	Associates Covered in Belgium	Percentage	100	100	100
	Associates Covered in China	Percentage	0	0	0
	Associates Covered in France	Percentage	100	100	100
	Associates Covered in Germany	Percentage	75	73	70
	Associates Covered in United Kingdom	Percentage	9	9	12
	Associates Covered in United States	Percentage	0.5	0.6	0.6
Global Parental Leave Standard	Associates Covered by Global Parental Leave Standard	Percentage	100	100	99.9

OTHER LABOR-RELATED HUMAN RIGHTS FOOTNOTES

1. Permanent Full-Time Associates.
2. U.S. Associates.
3. Where undertaking has at least 50 Employees.

SUPPLIERS

An assessment of our impacts, risks, and opportunities indicated that the workers in our value chain, specifically in our upstream suppliers, should be included in our report. As a global company, we have the responsibility to respect human rights worldwide. We expect third parties, including suppliers and business partners, to treat our employees with respect while fostering a culture of integrity, fairness, and personal accountability. We aim to ensure that no human rights violations occur across our value chain.

SUPPLIER POLICIES

Our approach to managing impacts on workers in our value chain is guided by our broader policy commitments as detailed in the [People](#) and [Business Conduct](#) sections of this report. Our policies prioritize human rights, proactively managing safety risks, and regulatory compliance to protect workers across our value chain.

THIRD PARTY CODE OF CONDUCT

Our [Third Party Code of Conduct](#) outlines our expectations for partners to abide by the same or equivalent principles for employment decisions without regard to any characteristic protected by local, state, or federal/national laws, rules, or regulations.

Our Code reinforces principles such as:

- Zero-tolerance policy toward all forms of child and forced labor, modern slavery, and human trafficking
- Rejection and prohibition of discrimination
- Compliance with laws and regulations on working hours, minimum wage and social benefits
- Action to prevent accidents and work-related illnesses

Our Third Party Code applies to any third party, business, or individual providing goods or services to Milliken. We require our business partners to have management systems and controls in place to comply with our Code. They are also required to maintain reasonable documentation demonstrating compliance with the principles of our Code to allow for inspection or independent audits. We encourage third parties to report externally about their social and environmental impacts in line with the principles set forth in our Code. The Third Party Code is reviewed biennially and underwent minor revisions within the last year including updates to the data protection and privacy sections.

GLOBAL HUMAN RIGHTS POLICY AND MODERN SLAVERY STATEMENT

Milliken's [Global Human Rights Policy](#), together with our [Modern Slavery Statement](#), affirms our commitment to respect internationally recognized human rights across our operations and value chain. Our policy establishes clear expectations related to fair treatment, safe and healthy working conditions, and respect for fundamental labor rights, including the prohibition of forced labor, child labor, human trafficking, and all forms of modern slavery, as well as respect for freedom of association and collective bargaining in accordance with applicable law. We provide additional details about the Global Human Rights Policy within the [Workforce](#) disclosure of the [People](#) section.

GLOBAL DATA PROTECTION POLICY

Milliken's [Global Data Protection Policy](#) establishes our commitment to protect personal data and to respect the privacy rights of individuals across our operations and value chain. Our policy sets expectations for lawful, fair, and transparent collection, use, storage, transfer, and protection of personal information, including data relating to associates, job applicants, contractors, and workers within the supply chain. We provide additional details about the Global Data Protection Policy scope and practices within the [Customer](#) section.

SUPPLIER ENGAGEMENT

SUPPLIER OUTREACH

We offer supplier outreach events in our communities, including dedicated programs, participation in supplier networks, and Milliken's supplier education program, Milliken Mentorship. Key educational outreach topics include strategic planning, digital marketing, cyber security, and sustainability.

MILLIKEN MOMENTUM - SUPPLIER ENGAGEMENT CONFERENCE AND SUPPLIER SURVEY

In 2025, we hosted our annual supplier event to support engagement, capacity building, and collaboration across our supply chain. The event featured a keynote address from the Assistant Director for Innovative Leadership at Furman University, a series of educational sessions, supplier-led innovation showcases, and a networking exposition held at our U.S. global headquarters. A dedicated session for Tier 1 suppliers included the presentation and discussion of results from Milliken's Voice of the Supplier survey, supporting dialogue on supplier performance, expectations, and continuous improvement.

The event brought together more than 400 small and diverse-owned businesses and 61 Tier 1 suppliers, along with community and economic development partners, and included a charitable donation effort benefiting Goodwill Industries, reinforcing responsible business practices and community engagement connected to Milliken's value chain.

SUPPLIER MENTORSHIP – MONTHLY EDUCATIONAL SESSIONS

We host a Monthly Mentorship Educational Series providing a structured learning program to support supplier engagement, capability building, and long-term value chain resilience. Through a curated set of workshops, peer-to-peer learning forums, and expert-led sessions, participating suppliers receive practical guidance on operational excellence, sustainability, innovation, and business growth. The program emphasizes real-world application by pairing suppliers with Milliken leaders for targeted mentorship and ongoing dialogue. This action supports continuous improvement and reinforces our commitment to developing a resilient, responsible, and future-ready value chain.

SUPPLIER RECOGNITION PROGRAM

In 2025, we held our fourth annual Corporate Sourcing Award Program at our global headquarters (U.S.) to recognize suppliers who go above and beyond. Through the program, we recognized EMO Trans, Find Great People, Genric, Keystone, and New Ventures for their outstanding partnership and effective adherence to our business processes while providing top-tier service and competitive cost performance.

GRIEVANCE MECHANISM

Our [Third Party Code of Conduct](#) includes a duty to report concerns or violations of our principles, policies, or other issues directly to Milliken's management team or online via our third-party managed [Helpline](#). Associates, contractors, business partners, suppliers, and third parties have access to reporting via our Helpline. For ease of access, our Helpline contact information appears in the Third Party Code of Conduct, within our Terms and Conditions, and linked at the top of our [Supplier Resources](#) website. We have a strict non-retaliation policy that extends to third parties and value chain workers.

REMEDIATION PROCEDURE

If we discover that a violation of our [Code or policies](#) has occurred in our supply chain, we take appropriate action to remediate these violations. We may terminate our commercial relationship with a third party if it fails to comply with our [Global Human Rights Policy](#) and related commitments. We investigate the alleged infringement, take interim measures as needed, and offer remediation based on the issue including restitution, rehabilitation, public acknowledgement, and/or implementing policies and practices to prevent future violations. Such remedial actions are determined based on the nature, severity, and frequency of the misconduct. We have an appeals process in case a third party or stakeholder believes that a concern has not been adequately resolved.



Sarah Waylett, Assistant Director for Innovative Leadership at Furman University, gives the keynote address during the launch of the 2025 Momentum Supplier Engagement Conference.



Attendees visited booths during the networking portion of Momentum 2025.

SUPPLIER ACTIONS

Actions that we have taken and planned to prevent, mitigate, and remediate actual and potential impacts, and address risks and opportunities related to workers in our value chain are described below. Actions taken for workers in our value chain are also disclosed in the [People](#) and [Business Conduct](#) sections of this report.

SUPPLY CHAIN MANAGEMENT

As a global manufacturer with diverse supply chains, we are responsible for managing our impacts and use a centralized management approach for oversight. Under this structure, the Executive Vice President, Global Operations and Chief Supply Chain Officer provides enterprise-wide leadership on talent and standard work practices across Manufacturing, Sourcing, Supply Chain, Logistics, Engineering, and Environment, Health, and Safety. This integrated model is designed to accelerate decision-making, enhance standardization, and drive operational efficiencies across the value chain.

THIRD-PARTY RISK, DUE DILIGENCE, AND MONITORING

Milliken awards business to third parties based on integrity, value, quality, risk, sustainability, and price. Our strategy continues to evolve our risk assessments, including risks both upstream and downstream. We use the [Corruption Perceptions Index](#) to identify third parties in countries with high corruption and higher risk of forced labor. Index results, audit results, and documentation verification are reviewed, and concerns or red flags are escalated to senior management and the legal department for further action.

Milliken has strengthened its third-party risk management by creating an Enterprise Partnership, Governance, and Risk position, focused on directing and managing our initiatives in this field. This role supports the identification, assessment, and monitoring of risks across suppliers, contractors, and other business partners, enabling due diligence and ongoing oversight of third-party relationships. Strengthening these processes is a critical action for managing supply chain risk, ensuring responsible sourcing practices, and supporting our ability to expand revenue opportunities while navigating evolving operational, regulatory, and reputational risks.

SUPPLIER RISK ASSESSMENTS

Our monitoring of compliance and measurement of performance includes the use of supplier risk assessments. These assessments include social, environmental, and business conduct assessments. For example, we utilize OneTrust® for data privacy assessments. Our due diligence process incorporates supplier screening, reviews, and onsite audits to prevent forced labor, child labor, and

human trafficking. We also utilize a third-party cloud-based sustainability platform that combines supplier assessments and ongoing social media monitoring. For example, the human rights and labor questionnaire requires suppliers to review and verify their commitment to combating forced and child labor, eliminating discrimination, and ensuring good working conditions, including appropriate working hours and wages for the work performed.

While we have maintained this third-party platform for ongoing indirect supplier reviews, we also joined Sedex in 2024 to implement comprehensive Sedex Members Ethical Trade Audit (SMETA) including onsite audits for direct suppliers. This social audit methodology assesses a company's ethical business practices across various aspects including labor standards, health and safety, environmental impact, and business ethics, allowing us to evaluate and improve our supply chain resiliency and compliance with ethical standards, particularly regarding worker rights and responsible sourcing. We continue to build our data and monitoring systems to identify any incidents of forced labor, child labor, and human rights in our supply chain.

SUPPLIER EDUCATION

We offer structured and ad hoc educational opportunities to suppliers on topics including sustainability, environmental and occupational safety, ethical business practices, compliance expectations, and core business and financial fundamentals. These efforts are designed to strengthen supplier management systems, improve operational resilience, and enable long-term, responsible business performance.

Supplier education is delivered through a combination of virtual and in-person training, workshops, and collaborative forums, often integrated into broader supplier engagement and assessment processes. Content is tailored based on supplier risk profiles, maturity levels, and identified improvement areas, with particular emphasis on helping suppliers understand and meet Milliken's expectations related to labor standards, health and safety, environmental management, and transparency. Where gaps are identified, education is used as a corrective and preventative action to support continuous improvement rather than solely as a compliance mechanism. These actions are intended to contribute to improved working conditions and business stability across the

value chain by building supplier knowledge, fostering shared accountability, and reducing risks related to labor practices, safety performance, and operational continuity.

WORKFORCE TRAINING AND AWARENESS ON THIRD PARTY RISK

We provide targeted training to associates on identifying and responding to human rights and corruption risks. This training covers topics such as recognizing indicators of human rights violations and modern slavery, identifying corruption risks, and understanding responsibilities for raising concerns. Associates are informed of available reporting channels and escalation processes to support timely and appropriate responses to potential issues within the value chain. In addition, third-party workers and other external stakeholders can report concerns through our confidential [Helpline](#), supporting accessible grievance mechanisms and reinforcing accountability across the value chain.

U.S. CUSTOMS TRADE PARTNERSHIP AGAINST TERRORISM (CTPAT®)

Milliken committed to the Customs Trade Partnership Against Terrorism (CTPAT®) program, a government-business initiative to build cooperative relationships that strengthen and improve overall international supply chain and U.S. border security. CTPAT is a voluntary public-private sector partnership program recognizing that the U.S. Customs and Border Protection can provide the highest level of cargo security only through close cooperation with principal stakeholders of the international supply chain like importers, carriers, consolidators, licensed customs brokers, and manufacturers. CTPAT enhances global supply chain security and prevents human trafficking and modern slavery in supply chains.

As a CTPAT member, we conduct risk assessments, implement internal controls, provide training to associates and partners, and perform periodic onsite audits of our suppliers, vendors, and our own facilities to prevent human rights violations. These audits include workplace inspections, worker interviews, and reviewing personnel onboarding documents and retention policies. These onsite audits also include safety inspections and worker interviews. In case of red flags, we have an internal escalation and notification process to notify business leaders of any issues and institute a remediation plan.

SUPPLIER METRICS AND TARGETS

We aim to continuously improve positive social outcomes and minimize potential adverse impacts on workers in our upstream and downstream value chain by assessing our impacts, risks, and opportunities and engaging with suppliers and other business partners. We monitor a range of qualitative and quantitative metrics to evaluate the effectiveness of our policies, expectations, and actions related to labor and human rights in the value chain. Disclosing multiple metrics enables us to track performance, identify areas for improvement, and strengthen responsible sourcing practices. While certain company programs and departments may establish specific, time-bound objectives, tracking and disclosing a broader set of metrics supports risk-based prioritization, more effective engagement, and informed decision-making across our value chain.

SUPPLIER METRICS

Metric Category	Metric Description	Unit	2023	2024	2025
Sustainable Procurement Training	Global Buyers Who Received Training	Percentage	0	1	1
Third Party Code of Conduct	Targeted Suppliers Who Signed Third Party Code of Conduct	Percentage	100	100	100
Supplier Contracts	Targeted Suppliers That Have Signed Contracts that Include Clauses on Environmental, Labor, and Human Rights Requirements	Percentage	90	95	95
Supplier Sustainability Assessment	Targeted Suppliers That Have Participated in a Sustainability Assessment	Percentage	75	80	85
On-Site Sustainability Audit	Targeted Suppliers That Have Participated in an On-Site Sustainability Audit	Percentage	0	18	0 ¹
	Targeted Suppliers That Have Engaged in Corrective Actions	Percentage	0	28	0 ¹

SUPPLIER METRICS FOOTNOTES

1. In 2025, there was a methodology change as 2024 reflected a supplier auditing pilot performed through the Sedex™ platform.

COMMUNITIES

An assessment of our impacts, risks, and opportunities indicated that communities impacted by our operations and value chain should be included in our disclosures. As a global company, we recognize our responsibility to respect human rights, contribute positively, and minimize negative impacts to the communities where we operate. We seek to understand and manage both actual and potential impacts on local communities by upholding applicable laws and international standards and integrating community considerations into our business decisions. Through these efforts, we aim to prevent adverse impacts while positively supporting economic, environmental, and social impacts.

COMMUNITY POLICIES

Our approach to managing impacts on communities is guided by our broader policy commitments as detailed in the [People](#) and [Planet](#) sections of this report. Our policies prioritize human rights, proactively managing safety risks, and environmental compliance to protect our associates and the communities where we operate.

WORKFORCE VOLUNTEER PROGRAM POLICY

Milliken's [Code of Conduct](#) includes a section on "Community Engagement and Charitable Giving," which encourages associates to be engaged members of their communities and positively impact those around us. Milliken commits to giving time and funding to nonprofit causes globally. Our commitment is outlined in Milliken's Volunteer Program Policy. Milliken's Volunteer Program Policy supports positive social outcomes for affected communities by encouraging associates to engage in voluntary, uncompensated service that benefits the communities where they live and work.

The policy applies globally to Milliken associates and governs participation in volunteer activities with qualified non-profit organizations, including both personal and company-sponsored initiatives. It establishes clear principles to ensure that community engagement is non-discriminatory and aligned with Milliken's values and Code of Conduct, while maintaining that participation is entirely voluntary and not a condition of employment. We encourage associates to practice all health and safety precautions during any volunteering activity. There were no substantive changes to this policy during the reporting period.

FUNDING AND GRANT COMMITMENT

Milliken's community investment through charitable giving is governed by the Milliken & Company Charitable Foundation Charter. The Milliken & Company Charitable Foundation provides grants to eligible nonprofit organizations in support of community well-being, with funding decisions overseen by the Foundation's Board of Directors. Grant applications are reviewed annually and are submitted through an established online process during the designated application period.

COMMUNITY ENGAGEMENT

Milliken's engagement with communities is part of our broader engagement practices, as detailed in the [People](#) and [Planet](#) sections of this report. Activities such as surveys, risk assessments, safety and emergency preparedness planning, and community programs inform our understanding of potential social and environmental impacts on communities connected to our operations and value chain. Community members can raise concerns or report potential impacts through our grievance mechanisms, including our third-party managed [Helpline](#).



The Valway Plant held a team-building volunteer event with Sleep in Heavenly Peace on April 1, 2025. The organization builds and delivers beds for children in need.

COMMUNITY ACTIONS

Several actions that we have taken and planned to prevent, mitigate and remediate actual and potential impacts, and address risks and opportunities related to Milliken’s affected communities are described below. This report also outlines initiatives within the [People](#) and [Planet](#) sections that strengthen community support such as associate-led training programs, human rights risk assessments addressing potential impacts on affected populations, and participation in local emergency planning committees to improve community preparedness and safety.

MILLIKEN & COMPANY CHARITABLE FOUNDATION

The Milliken & Company Charitable Foundation serves the communities where we operate around the globe. The foundation offers financial assistance to nonprofit organizations whose missions reflect our values. Its goal is to create positive change within the communities where our associates live and work.

WORKFORCE VOLUNTEERING

We encourage our associates to invest their time and talents in their communities. Our volunteer program makes a meaningful difference each year based on the number of hours logged by our associates. The human resources department manages the program through the Milliken Gives portal on our internal website where associates enter new volunteer hours, view past hours, and access current global community service activities.

COMMUNITY GRANTS

Our Community Grants program supports and strengthens the communities where we operate by providing financial assistance to nonprofit organizations. The program is designed to foster local development and social well-being, helping organizations advance initiatives that align with Milliken’s purpose and values.

IMPACT GIFTS

Impact gifts are multi-year initiatives that support affected communities and align with Milliken’s strategic priorities, enabling long-term impact through investment and community partnerships.

ASSOCIATE DEPENDENT SCHOLARSHIPS

This global program supports dependents of full-time Milliken associates with renewable four-year scholarships—offering up to US \$5,000 per year to help current or prospective college and university students pursue their education goals.

GIFT MATCH PROGRAM

Our Gift Match program empowers our associates around the globe to support the causes they care about most. The Foundation provides a dollar-for-dollar matching program for donations made by full-time company associates in the United States. By matching their donations dollar-for-dollar, we expand their impact—supporting eligible charitable organizations like nonprofits, schools, and community-focused groups. Contributions are matched up to US \$2,500 for schools and up to US \$500 for other eligible organizations.

DISASTER RELIEF

Each year, dedicated funding is allocated to support disaster relief and other unplanned events that affect our associates and the communities where we operate. This funding is intended to provide timely assistance in response to natural disasters or unforeseen circumstances, helping to address immediate community needs and support recovery efforts.

The Milliken & Company Charitable Foundation prioritizes actions across four giving pillars that ties programming back to our company values:



Integrity and Excellence prioritizes actions in the arts and economic development



People prioritizes actions in community engagement and economic inclusion



Sustainability prioritizes actions in sustainability, health, and wellness



Innovation prioritizes actions in education, including education that combines science, technology, engineering, the arts and math (STEAM)

COMMUNITY METRICS AND TARGETS

We track a range of qualitative and quantitative metrics to evaluate the effectiveness of our policies, engagement initiatives, and actions that support our communities. Disclosing multiple metrics allows us to monitor performance, identify areas for improvement, and strengthen our approach to community engagement.

COMMUNITY PROGRAMS

Metric Category	Metric Description	Unit	2023	2024	2025
Community Gift Program	Grants Awarded	Number	30	45	63
	Dollars Awarded	Dollar	871000	800000	840000
Impact Program	Dollars Awarded	Dollar	750000	1000000	1600000
Associate Gift Match Program	Total Approved	Number	0	79	116
Dependent Scholarships Program	Scholarships Awarded	Number	23	32	37
	Renewable Scholarships Awarded	Number	12	20	25
Volunteering and Fundraising Metric	Total Dollars Fundraised	Dollar	84000	130545	257000

CUSTOMERS

An assessment of our impacts, risks, and opportunities indicated that our customers are an impact area for Milliken. Disclosures related to our customers include the following subtopics: health and safety and privacy and data protection. We prioritize policies and actions to mitigate negative impacts and improve the positive impacts on our customers and end-users.

CUSTOMER POLICIES

Our approach to managing impacts on customers is also guided by our policy commitments as detailed in the [People](#), [Planet](#), and [Business Conduct](#) sections of this report.

PRODUCT SAFETY POLICY STATEMENT

Our [Product Safety Policy](#) establishes our commitment to designing, manufacturing, and supplying products that are safe for their intended use and compliant with applicable laws, regulations, and recognized standards across markets in which we operate. Product safety is a core requirement for responsible business conduct and is integral to maintaining trust in our products. We identify, assess, and manage product-related health and safety risks through risk assessment methodologies that evaluate hazards and potential exposures, beginning at the product design stage and continuing throughout the product lifecycle. Sustainability considerations are incorporated into new product development in alignment with our environmental commitments.

This policy applies globally to our associates including business functions involved in product design, development, manufacturing, and commercialization, and covers products across our portfolio. Customers and downstream end users are the primary affected stakeholders. Customers' interests are considered through product safety evaluations, regulatory compliance processes, and customer feedback. Quality and product stewardship management systems support this policy and are implemented through roles, procedures, and accountability structures to ensure consistent application and ongoing effectiveness.

QUALITY POLICY STATEMENT

Our [Quality Policy Statement](#) reflects our commitment to the continuous improvement of products and services through the active involvement of our associates. This policy establishes our objective to deliver products consistently and services that meet or exceed customer requirements. This policy also aims for long-term customer value, and compliance with applicable quality, safety, and regulatory standards. We aim to embed quality across our operations as it is central to how we manage customer-related impacts, risks, and opportunities.

This policy applies globally to all associates and functions. The Quality Policy emphasizes collaboration with both internal and external customers and suppliers to strengthen partnerships across the value chain. By understanding customer needs and anticipating future expectations, we seek to provide innovative, high-quality products and services that support our customers continued long-term profitable growth. Customers are the primary affected stakeholders, and their interests are considered through quality management systems, performance monitoring, and continuous improvement processes that support consistent policy implementation and effectiveness.



CUSTOMER POLICIES

RESPONSIBLE CARE® POLICY STATEMENT

As a member of the American Chemistry Council (ACC), Milliken commits to the principles of [Responsible Care®](#), a global initiative to promote safe, sustainable, and ethical chemical management throughout the value chain. Milliken participates in the Responsible Care process and maintains certification to recognized standards, including RC14001 or the Responsible Care Management System.



**Responsible
Care®**

Our Responsible Care Policy establishes the framework for managing the environmental, health, safety, and social impacts of our products and operations. This policy applies globally to our associates and functions. It reflects our commitment to continuous improvement in operational performance, risk management, product stewardship, and engagement with customers and stakeholders. Customers are recognized as the most affected stakeholder.

Customers' interests are integrated into our processes for safe product development, handling, and delivery.

Implementation of this policy is supported by our certified management systems, defined responsibilities, training programs, and monitoring mechanisms to ensure consistent application, compliance, and effectiveness.

GLOBAL DATA PROTECTION POLICY

We recognize that everyone has rights regarding the way their personal information is handled. Correct and lawful treatment of personal data will maintain confidence in Milliken as an organization and will support successful business operations. The Global Data Protection Policy outlines our commitment to collecting, processing, and protecting personal information responsibly and in compliance with applicable privacy laws. The notices on Milliken's [privacy webpage](#) disclose our commitment to use personal data with integrity and transparency, upholding the rights of individuals in accordance with our values and legal requirements.

Our Global Data Protection Policy applies globally to our own operations. Affected stakeholders include Milliken associates, temporary and contract workers, supplier and subcontractor workforces, customers, and other individuals whose personal data may be processed by Milliken. In setting and maintaining this policy, Milliken considered the interests of affected stakeholders by accounting for the sensitivity of personal data, the varying regulatory environments in which we operate, and the need for appropriate safeguards to protect individuals' rights and confidentiality across our value chain. This policy aligns with applicable data protection laws and recognized principles, including requirements reflected in major regulatory frameworks such as the EU General Data Protection Regulation (GDPR), and is reinforced through contractual expectations and supplier standards. There were no material updates to this policy during the reporting period.

CODE OF CONDUCT – ETHICAL CONDUCT AND RESPONSIBLE MARKETING

As outlined in the [Business Conduct](#) section, our [Code of Conduct](#) establishes expectations and guidelines on ethical conduct including sales and contracting practices, anti-bribery and fair competition standards, and for treating customers and end-users with respect and integrity. Our Code also outlines our commitment to marketing our products responsibly, transparently, and in accordance with applicable laws and regulations in regions where we operate. Our associates are expected to represent our products truthfully, avoid overstating or misrepresenting product qualities, and ensure that any claims—including those regarding safety, performance, or sustainability—are properly substantiated and internally approved. Customers are the primary affected stakeholders of this responsible marketing commitment. Our processes, including marketing review and approval procedures, are designed to ensure accurate, professional, and consistent engagement. The Code also provides mechanisms for raising concerns or reporting complaints, ensuring that potential issues are addressed promptly and transparently. By applying these principles across our global operations, Milliken protects customer trust, supports responsible business conduct, and reinforces compliance with applicable laws and regulations.

CUSTOMER ENGAGEMENT

Our approach to managing impacts on customers is also guided by our engagement mechanisms, including grievance channels and remediation, as detailed in the People, Planet, and Business Conduct sections [People](#), [Planet](#), and [Business Conduct](#) of this report.

NEW PRODUCT DEVELOPMENT PROCESS

Our new product development process provides a collaborative and empowering environment to share ideas and drive new product advancements while engaging relevant stakeholders. Milliken's four-gate system for new product development applies to new products and begins with the front-end business case and continues to commercialization with sustainability assessments performed at certain gates.

CUSTOMER EXPERIENCE SURVEYS

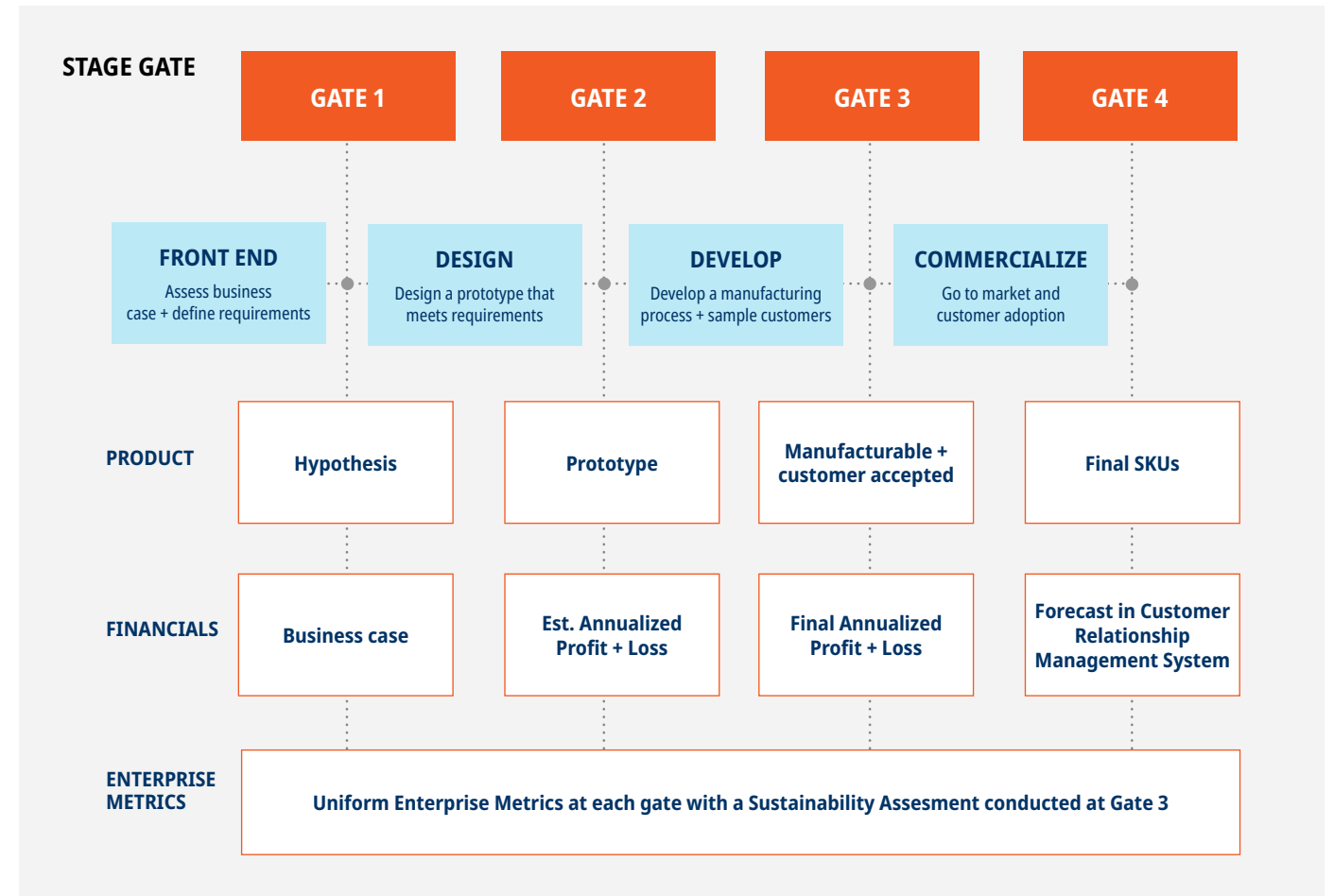
We conduct regular customer experience surveys to gather feedback on relationship sentiment, communication preferences, effectiveness of problem resolution, and overall experience satisfaction during customer interactions. The surveys provide quantitative insights that are reviewed by relevant functions and used to identify areas for improvement, inform corrective actions, and monitor progress over time.

COMMUNITY OF INNOVATORS

Milliken's Community of Innovators hosts a twice-annual, companywide innovation showcase and learning forum that brings together associates primarily across research and development, manufacturing, sustainability, and business teams to focus on innovation. The showcase shares novel research, new technologies, and process improvements. It engages associates in collaboration and problem solving across functions to improve our ability to design positive impacts for our customers.

CUSTOMER FEEDBACK SYSTEMS

We use a centralized customer relationship management system and additional work flow systems to provide platforms for capturing, organizing, and analyzing customer feedback. We appreciate the importance of tracking customer feedback, identifying trends, and responding proactively to concerns or opportunities. We continuously improve our customer feedback reporting and analytics capabilities to monitor sentiment, feedback opportunities, and guide data-driven decision making.



CUSTOMER ACTIONS

Actions that we have taken and planned to prevent, mitigate, and remediate actual and potential impacts, and address risks and opportunities related to our customers are described below. Actions taken for our customers are also disclosed in the other [People](#), [Planet](#), and [Business Conduct](#) sections of this report.

THIRD-PARTY QUALITY MANAGEMENT SYSTEM (ISO 9001)

We maintain certifications aligned with third-party management systems to ensure we manage the risks and opportunities associated with the quality management of our products. Several Milliken sites are certified to ISO 9001 for quality management, which focuses on strong customer service and continual improvement, efficient resolution of customer complaints, and timely and satisfactory problem-solving.

THIRD-PARTY HEALTHCARE QUALITY MANAGEMENT SYSTEM (ISO 13485)

We maintain certifications aligned with third-party management systems to ensure we manage the risks and opportunities associated with healthcare quality where we manufacture healthcare products. Our healthcare business's quality management systems are certified to ISO 13485 at sites where we design or manufacture our healthcare products. Under ISO 13485, our associates dealing with quality processes and specialized tasks must have the necessary skills and competency to execute their roles.

THIRD-PARTY RESPONSIBLE CARE® MANAGEMENT SYSTEM (RC 14001®)

We maintain certifications aligned with third-party management systems to ensure we manage the risks and opportunities associated with the Responsible Care® certifications at our chemical manufacturing sites. As a member of the American Chemistry Council, we participate in Responsible Care and obtain the third-party certification of the Responsible Care Management System. We also follow Responsible Care's Guiding Principles on Process Safety, Security, and Product Safety.

THIRD-PARTY CERTIFIED INFORMATION SECURITY (ISO 27001)

Certified to ISO 27001:2022, Milliken's cybersecurity program satisfies the internationally recognized "gold standard" for building, maintaining, and continuously improving cybersecurity protections. We implement layers of protection against unauthorized access, perform 24/7 monitoring and

incident response, and promote cybersecurity awareness throughout the organization.

THIRD-PARTY PRODUCT CERTIFICATIONS

We align certain products with available third-party product certifications to improve our customers' trust in the performance of our products. For example, certifications enhance ingredient transparency, certify emissions, or confirm testing for harmful substances. We make these certifications available to our customers in our product data sheets, on our website, or using third-party disclosure systems.

INNOVATION AND TECHNOLOGY MANAGEMENT

We streamlined our innovation processes with an enterprise Chief Technology Officer supported by dedicated resources at the enterprise-level to enable our innovation and technology strategy.

CUSTOMER SERVICE MANAGEMENT

We aim to continuously improve customer engagement with a centralized customer service organization organized by a dedicated customer service enabler and structure. Our centralized customer service organization focuses on optimizing people, processes, and technology to improve results for our customers.

PRODUCT INNOVATIONS

Across our diversified portfolio, we use materials science to offer innovations to our customers and end-users, including, for example:

Milliken Assure™ Moisture Barrier

Non-fluorinated fabrics have existed for turnout gear outer shells and thermal liners; however, moisture barrier alternatives remained a technical challenge. Milliken Assure™ — North America's first non-PFAS, non-halogenated flame-resistant moisture barrier — makes it possible for organizations such as the San Francisco Fire Department to transition its

entire fleet to non-PFAS turnout gear. Milliken Assure moisture barrier was named a winner of the 2025 R&D 100 Awards.

Millad ClearX™ 9000 Clarifying Agent

We launched Millad ClearX™ 9000, a clarifying technology for polypropylene (PP) developed to deliver ultra-clear transparency at reduced additive loading levels. Ideal for food packaging, home storage, and medical applications, Millad ClearX 9000 achieves ultra-clear PP using more efficient loading levels, reducing the amount of clarifying additives needed. Millad ClearX 9000 has broad FDA conditions of use approval (A-J), allowing for its use across food-contact applications. By enhancing additive compatibility, it helps resin producers and converters experience less downtime, less waste, and quicker changeovers—delivering improvements in manufacturing efficiency. The technology also allows for improved compatibility with other Millad™ clarifying agents, giving producers the flexibility to optimize formulations for both virgin and post-consumer recycled PP.



Millad ClearX™ 9000, a clarifying technology for polypropylene (PP) developed to deliver ultra-clear transparency at reduced additive loading levels. Ideal for food packaging, home storage, and medical applications.

CUSTOMER ACTIONS

NEW PRODUCT SUSTAINABILITY ASSESSMENTS

Our new product sustainability assessment methodology enhances awareness of sustainability within our new product portfolio and guides product development towards achieving better long-term outcomes that reduce negative impacts and amplify positive effects. Our evaluations use a combination of qualitative and quantitative factors to assess our products' sustainability impacts. We also consider a variety of inputs, including environmental and social impacts, market perception, and regulatory and legislative developments to analyze our new products. Considering sustainability in new product development informs our innovation decisions and standardizes considerations across our research and development teams.

Our common methodology is informed by best practices, which increases the strength and credibility of our efforts as we use a shared approach across the enterprise. Our sustainability assessment methodology was modeled on a methodology described by the World Business Council for Sustainable Development and informed by benchmarking several industry sustainability leaders. Our process continues to be influenced by impacts that can be third-party verified for sustainability claims with respect to attributes and performance.

PRODUCT LIFE CYCLE ASSESSMENTS

We realize the increasing importance of data to inform product development. We have used life cycle assessments (LCAs) for products in our flooring business for years and continue to expand the availability of LCAs for additional Milliken products. We work with a software-as-a-service tool that expands our available product data, including LCAs.

RESPONSIBLE CARE® TRAINING

For associates working within our chemical product businesses, we require annual chemical regulatory compliance courses, which include topics such as an introduction to Responsible Care. Responsible Care is the chemical industry's commitment to the safe, responsible, and sustainable management of chemicals throughout their life cycle and for their intended end use. As part of annual training, associates at global headquarters and our plant management associates participated in Responsible Care training.

HEALTHCARE COMPLIANCE TRAINING

For associates working within our healthcare business, we require annual healthcare regulatory compliance courses, as the healthcare industry is highly regulated. Our healthcare compliance training addresses specific rules, laws, codes, and policies applicable to the healthcare industry. By implementing annual healthcare compliance training, we can reduce violations, mitigate risk, and promote healthcare product compliance.

PRIVACY MANAGEMENT

Our privacy program is overseen by Milliken's Global Privacy Director, who works with our Global Privacy Steering Committee, which includes the Chief Legal Officer, Chief Financial Officer, Chief Marketing Officer, and Chief Human Resources Officer. The Privacy Steering Committee meets quarterly to review key performance indicators, such as potential or realized privacy breaches, the exercise of individual privacy rights, and privacy risk assessments. This committee also reviews compliance with applicable global privacy laws and strategic initiatives to expand internal privacy compliance awareness, to embed Privacy by Design principles throughout business processes and key projects, and to institute global privacy policies

and procedures. In addition to the steering committee, the Global Privacy Director manages the privacy working group, a group of stakeholders from across Milliken's global locations that implements the steering committee's objectives and priorities.

The Audit Committee of our Board of Directors oversees Milliken's cybersecurity and privacy risk mitigation process, as well as our information technology system's security and operations. The Audit Committee receives regular updates regarding our information security and privacy program capabilities, maturity, tools, and vulnerabilities including our expanding business use cases for artificial intelligence.

PRIVACY MATURITY ASSESSMENTS AND BENCHMARKING

We routinely assess the maturity of our privacy program using internal and external tools to ensure continuous improvement. In addition, we carry out a benchmarking exercise once per year. We continue to use technology-based solutions to support our privacy program—for example, through automating privacy assessments. Our data inventory is managed through an industry-leading platform, making collecting and maintaining privacy assessments more efficient and accurate. We also use automated data-loss prevention tools to flag suspicious transfers of personal data, both internally and externally.

TRUSTED INFORMATION SECURITY ASSESSMENT EXCHANGE

We participate in the Trusted Information Security Assessment Exchange (TISAX®) and have been awarded the prestigious TISAX labels of Very High Availability and Strictly Confidential. These TISAX labels demonstrate that we are capable of processing highly sensitive information with strict availability requirements.

CUSTOMER METRICS AND TARGETS

We aim to continuously improve the positive impacts and minimize the negative impacts on our customers by assessing our impacts, risks, and opportunities, including regular and meaningful engagement. We monitor various metrics as indicators to measure the effectiveness of our policies and actions. While certain individual teams or functions set internal, time-bound targets, disclosing multiple metrics allows us to track progress and gain insight into where improvements are needed.

CERTIFICATIONS

Metric Category	Unit	Sites Certified
ISO 9001 for Quality Management	Number	40
	Percentage	88
ISO 13485 for Healthcare Quality Management System	Number	3
	Percentage	100
RC 14001® for Responsible Care Management System	Number	9
	Percentage	20
ISO 14001	Number	28
	Percentage	62

TRAINING

Metric Category	Metric Description	Unit	2023	2024	2025
Annual Associate Training	Chemical Regulatory Compliance Participation	Number	>800	917	847
	Healthcare Regulatory Compliance Participation	Percentage	100	89	98.74

DATA PRIVACY

Metric Category	Metric Description	Unit	2023	2024	2025
Customer Data Privacy Breaches	Substantiated Complaints Received from Outside Parties and Substantiated	Number	0	0	0
	Substantiated Complaints Received from Regulatory Bodies	Number	0	0	0
	Identified Leaks, Thefts, or Losses of Customer Data	Number	0	0	0



PLANET

CLIMATE

ENVIRONMENT

WATER

WASTE

CLIMATE

An assessment of our impacts, risks, and opportunities indicated that climate is an impact area for Milliken. This section covers greenhouse gas emissions (GHGs): CO₂, CH₄, N₂O, HFCs, PFCs, SF₆ and NF₃. Other [Planet sections](#) of this report cover related topics such as pollution and waste. Disclosures related to climate include the following subtopics: climate change mitigation; climate change adaptation; and energy. Climate change mitigation relates to Milliken's efforts to limit the increase in the global average temperature in line with the Paris Agreement. Climate change adaptation includes Milliken's assessment of and response to actual and expected consequences of climate change, including physical and transition climate-related risks. Energy includes disclosures related to types of energy production and consumption. We prioritize policies and actions to mitigate negative impacts and improve the positive impacts of climate on our stakeholders.

CLIMATE STRATEGY

Milliken uses a science-aligned approach to climate action that supports long-term business resilience and value creation. Our climate strategy integrates net-zero targets approved by the Science Based Targets initiative with a structured transition plan that coordinates with and is informed by enterprise level decision making, financial planning, and operational management. The company assesses climate-related risks and opportunities across our operations and value chain, supported by scenario analysis to understand how different policy and warming pathways may influence our business. Our mitigation and adaptation actions span energy efficiency, clean electricity sourcing, circularity investments, supplier engagement, and enhanced product and emissions data systems. Governance of our climate strategy includes executive level sponsorship and board oversight, ensuring accountability for monitoring the company's progress. Climate change mitigation and climate change adaptation are related to topics also addressed in other [Planet sections](#) of this report.

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

Milliken's transition plans align with the Paris Climate Agreement's effort to limit global warming. We continue to integrate our transition plan into our overall business strategy. We use financial planning and analysis to inform our decarbonization trajectory and key decarbonization levers. Our net-zero

targets are approved by the Science Based Targets initiative (SBTi) with our 2030 target exceeding the 2°C-aligned pathway's minimum ambition under the absolute contraction approach.

We continue to work on reducing absolute scope 1 and 2 emissions as compared to our 2018 base year. In recent years, the company invested more than \$35 million into coal elimination and energy efficiency, increasing renewable electricity, and modernizing our manufacturing operations. We continue to explore investments in emissions reduction initiatives across our operations, including projects focused on energy efficiency, process optimization, low-carbon energy procurement, and the use of lower-emissions material inputs. We also continue to strengthen the measurement and monitoring of transition plan progress through centralized environmental data management and regular reporting of emissions metrics.

To reduce scope 3 emissions, our focus includes supplier engagement, improving product-level data, and sourcing lower-carbon materials. We continue to work with suppliers to source and quantify the impacts of lower-carbon materials. At the same time, we continue to improve our life cycle assessment product data and assessments of the emission maturity of suppliers to inform use of optimized paths for scaling product carbon footprint information and emission reductions.



CLIMATE STRATEGY

REDUCTION TARGETS

Milliken is committed to reducing absolute scope 1 and scope 2 GHG emissions 50.4% by 2030 from a 2018 base year*. We are also committed to reducing absolute scope 3 GHG emissions 30% by 2030 from a 2018 base year.

Milliken is committed to reducing absolute scope 1 and scope 2 GHG emissions 90% by 2050 from a 2018 base year*. We are also committed to reducing absolute scope 3 GHG emissions 90% by 2050 from a 2018 base year.

*The target boundary includes biogenic emissions and removals from bioenergy feedstocks.

DECARBONIZATION LEVERS

Our climate transition plan prioritizes scope 1 and 2 decarbonization levers, including clean electricity procurement, energy efficiency improvements across operations, and monitoring emerging solutions such as opportunities for fuel switching to lower carbon alternatives, including hydrogen and advanced nuclear technologies. For scope 3 decarbonization levers, our focus remains on supplier engagement, improving product-level data, and investments in circularity and end-of-life solutions. Operational and capital expenditures for our decarbonization levers are allocated in accordance with our business planning processes. Current and future financial resources are refined in accordance with our standard business practices and include monitoring the evolution of technologies, incentives, and cost effectiveness.

MANAGEMENT AND OVERSIGHT

Executive responsibility for approval and management of our transition plan is held by our Executive Vice President and Chief Legal Officer, who reports directly to the CEO, with daily management assigned to our corporate sustainability team. Milliken's board oversees our sustainability strategy, including GHG emissions reduction targets. The Audit Committee oversees effective internal controls over sustainability reporting and metrics, including climate. Key plan assumptions, dependencies, and business integration are reviewed as required.

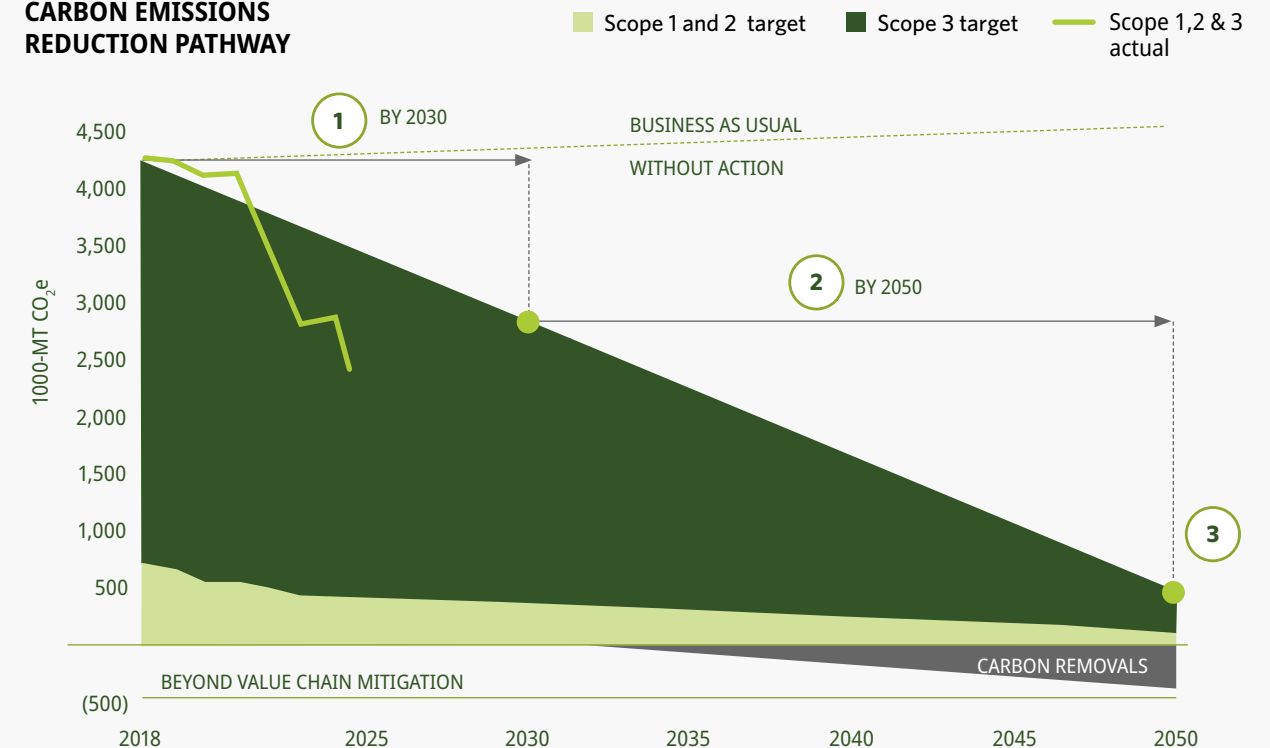
LOCKED-IN EMISSIONS

We recognize that certain long-lived physical manufacturing assets may present potential risks of locked-in greenhouse gas emissions if replaced or upgraded prematurely or without viable lower-carbon alternatives. To manage this risk, Milliken considers these assets for remaining useful life, cost-effectiveness, technology readiness, and decarbonization potential, and monitors emerging fuel-switching and electrification options to avoid material lock-in that could jeopardize achievement of its transition plan objectives.

CLIMATE-RELATED RISKS, SCENARIO ANALYSIS AND RESILIENCE

We report our climate-related financial risk report disclosures according to the Final Report of Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) (June 2017). TCFD provides a consistent disclosure framework for Milliken to provide climate-related risk disclosures to our stakeholders. Review our TCFD Disclosure within the [Metrics and Targets](#) section.

CARBON EMISSIONS REDUCTION PATHWAY



CLIMATE POLICIES

Our approach to managing impacts on climate is guided by the policy commitments described in this section and by our broader policy commitments detailed in the [People](#) and [Business Conduct](#) sections of this report.

CODE OF CONDUCT

Our [Code of Conduct](#) guides our associates in their decision-making to maintain an ethical culture and sets expectations on climate protection and environmental stewardship. We provide additional details about the Code of Conduct and ethical conduct policies within the [Business Conduct](#) section.

THIRD PARTY CODE OF CONDUCT

Our [Third Party Code of Conduct](#) reinforces our climate and environmental commitments and sets expectations for partners to abide by the same or equivalent principles. We provide additional details about the [Third Party Code of Conduct](#) within the [People](#) section.

ENVIRONMENTAL POLICY

We maintain an [Environmental Policy](#) that defines the principles and commitments governing the management of our environmental and climate-related impacts arising from our activities, products, and services. The general objectives are to prevent pollution; protect environmental quality; safeguard the health and safety of associates, communities, and the public; and ensure compliance with applicable environmental laws and other requirements. This policy applies to our operations across our plants and facilities and is implemented globally. While the policy primarily governs Milliken's operational activities, it also informs engagement with upstream and downstream business partners by guiding expectations related to environmental protection and responsible environmental practices. This policy is relevant to multiple stakeholder groups, including associates, contractors, suppliers, customers, local communities, and public authorities. We did not make any material changes to the Environmental Policy during the reporting period.

SHADOW CARBON PRICE POLICY

We adopted a Shadow Carbon Price Policy that guides our application of an internal carbon pricing mechanism to inform business decisions that support business growth and consider climate mitigation, adaptation, and energy efficiency. The policy aims to inform capital allocation and operational planning by providing a shadow price of carbon emissions which can support emissions reduction efforts and enhance preparedness for current and emerging external carbon pricing mechanisms. This policy applies to Milliken's operations globally and relates primarily to climate change mitigation impacts and transition risks associated with scope 1 and scope 2 greenhouse gas emissions. We do not apply the shadow carbon price directly to upstream or downstream value chain emissions; however, it informs broader emissions reduction strategies, including investment in emissions reduction projects, material inputs, and energy procurement. This policy is relevant to internal stakeholders involved in capital planning, finance, operations, and sustainability. There were no material changes to this policy during the reporting period.

GLOBAL SUSTAINABILITY REPORTING POLICY

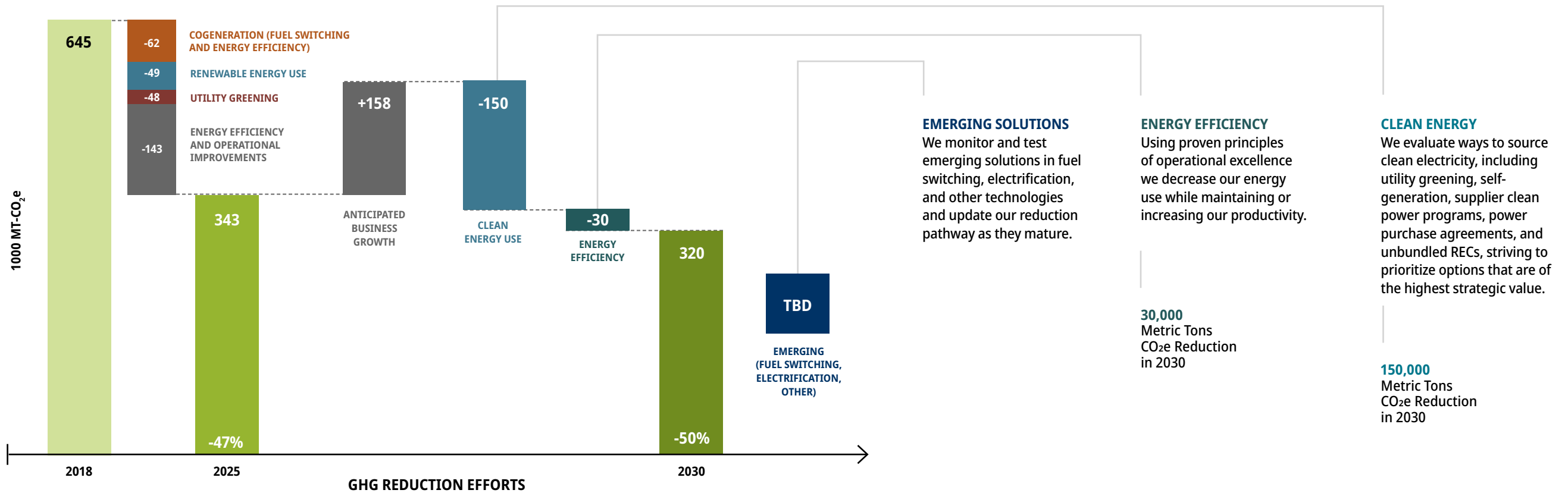
We maintain a Global Sustainability Reporting Policy that defines the principles, controls, and governance for the preparation and publication of environmental, social, and governance disclosures in our annual sustainability report. The policy ensures that disclosures are reported in good faith, are complete and accurate, and are prepared in accordance with applicable laws, regulations, reporting standards, and current best practices. This policy applies globally to Milliken's operations and governs enterprise-level environmental, social and governance data including data integration following mergers, acquisitions, and divestitures. This policy is relevant to internal stakeholders involved in sustainability and data management and to external stakeholders, including customers, regulators, and assurance providers. There were material changes to this policy during the reporting period to align this policy with organizational changes, strategic updates, and best practices.



CLIMATE ACTIONS

As a company, we implement a structured set of climate change mitigation actions across key decarbonization levers which are described below.

SCOPE 1 + 2 DECARBONIZATION PATHWAY



The emission reduction figures are best estimates and may vary.

CLIMATE ACTIONS

CLEAN ELECTRICITY PROCUREMENT

We evaluate a range of clean electricity procurement options, including utility greening programs, onsite generation where feasible, supplier clean power offerings, power purchase agreements, and the use of market-based energy attribute certificates. Renewable energy certificates (RECs), which represent the environmental attributes of one megawatt hour of renewable electricity, play an important role in our clean electricity strategy. RECs enable us to access renewable electricity without owning or operating generation assets and allow us to address market-based scope 2 emissions within recognized accounting boundaries. By purchasing RECs, Milliken supports the broader renewable energy market and advances progress toward our emissions reduction targets. Clean electricity procurement, including the strategic use of RECs, remains one of our primary levers for reducing scope 2 emissions.

ENERGY EFFICIENCY AND OPERATIONAL IMPROVEMENTS

Milliken continues to implement energy efficiency measures and process improvements across manufacturing operations to reduce energy use and associated emissions. Our Operational Excellence methodology supports these efforts by identifying opportunities to eliminate waste and improve process performance. These operational improvements also consider material efficiency, reductions, or substitutions. Many Milliken sites maintain ISO 14001 environmental management certifications and select facilities hold ISO 50001 energy management certifications, helping formalize continuous improvement practices in energy and greenhouse gas performance.

EMERGING SOLUTIONS

Milliken monitors and engages in coalitions to advance emerging, cost-effective solutions to reduce operational emissions such as projects to convert steam-powered processes to electricity, projects to transition utilities to the use of less carbon-intensive energies, and policies that enable investments in clean energy technologies. For example, Milliken is a founding member of the Palmetto Nuclear Coalition which supports nuclear energy leadership and innovation in South Carolina.

SCOPE 3 DECARBONIZATION LEVERS KEY ACTIONS

Supplier Engagement

We engage suppliers to enhance the availability and quality of supplier specific emissions data and to evaluate opportunities for lower carbon material options. Strengthening supplier data and material transparency improves visibility into upstream emissions and supports progress toward scope 3 reduction targets.

Improving Product-Level Data

Milliken continues to expand the use of product-specific environmental data to identify opportunities to reduce embodied emissions and support customer product objectives. We use an AI-enabled product lifecycle intelligence software to inform product design and sourcing across our textile and chemical businesses. Accelerating our product-level insights allows us to improve decisions related to material sourcing, product development, and emissions modeling. We will continue to scale the consolidation of our internal product data with external supply chain databases so that we can provide product-level carbon footprints in a unified platform.

Circularity and End-of-Life Investments

We continue to advance circularity through targeted investments that

reduce waste and support lower-carbon material use. Milliken invested in [Orak](#), a Paris-based carpet maintenance and flooring reuse company. This partnership expands access to upcycled carpet tiles, strengthens our [N/XT Life](#) circularity program, and improves product reuse by enabling high-quality recovery and reconditioning of flooring materials.

Milliken also invests in improving plastics end-of-life solutions. The company participates in the Polypropylene (PP) Recycling Coalition, contributing expertise and support to enhance PP recycling infrastructure and increase the supply of high-quality recycled polypropylene. Milliken's additives help improve the performance of recycled plastics, supporting broader circularity in packaging.

In addition, Milliken collaborates with [PureCycle](#) Technologies to advance recycled PP solutions, including the development of a fully sustainable PP concentrate made with recycled resin that reduces greenhouse gas impacts relative to virgin material.

By extending product lifecycles, reducing waste, improving the quality and adoption of recycled materials, and supporting more circular pathways for materials at the end of life, these initiatives are expected to contribute to reduced embodied emissions over time and reduce the company's scope 3 emissions.

CLIMATE ACTIONS

CARBON CREDITS

Milliken uses carbon credits in a limited and targeted way to address the cradle-to-gate emissions of specific flooring products. These credits support product-level emissions mitigation by funding verified projects that reduce or avoid greenhouse gas emissions outside Milliken's value chain. The use of credits enables certain flooring offerings to achieve lower embodied carbon profiles and helps customers access carbon-optimized product options. Carbon credits are not included in Milliken's science-based net-zero targets and are not used to demonstrate progress toward corporate emissions-reduction targets. Their use is confined to designated product programs and complements the company's broader focus on direct emissions reductions through energy efficiency, clean electricity procurement, lower-carbon materials, and other decarbonization levers.

CALIFORNIA VOLUNTARY CARBON MARKETS DISCLOSURE ACT COMPLIANCE

In compliance with the California Voluntary Carbon Markets Disclosure Act (VCMDA), we provide detailed disclosures on our carbon offset activities. This includes the methodology for tracking our carbon offset claims, the name of the entity selling the offsets, the project ID number, project name, offset project type, site location, and the protocol used to estimate emissions reduction or benefits. For more information, visit [M/PACT™](#).

CDP CLIMATE CHANGE

We periodically submit disclosures to CDP, a not-for-profit organization that operates a global disclosure system for environmental impacts. CDP scores companies from A to D- across several environmental categories. Milliken receives scores in climate change and water security. In 2025, we achieved a B in climate change.

Our disclosures include detailed information on our greenhouse gas emissions, energy use, and climate-related risks and opportunities. [Contact us](#) to access more information on our CDP scores.

2025 CARBON CREDIT RETIREMENTS

RETIREMENT YEAR	REGISTRY IDENTIFICATION	VENDOR	PROJECT NAME	PROJECT TYPE	PROJECT LOCATION	PROTOCOL USED TO ESTIMATE EMISSIONS REDUCTIONS
2025	Verra VCS,1406	3Degrees Inc.	Jingyuan County 100MW Solar Power Generation Project	Energy industries (renewable/non-renewable sources)	China	ACM0002
2025	Verra VCS,1709	3Degrees Inc.	140 MW Solar Photovoltaic Project in Rajasthan	Energy industries (renewable/non-renewable sources)	India	ACM0002
2025	Verra VCS,708	Anew Climate, LLC.	Engenheiro Ernesto Jorge Dreher and Engenheiro Henrique Kotzian Small Hydropower plants (SHPS)	Energy industries (renewable/non-renewable sources)	Brazil	ACM0002
2025	Verra VCS,892	3Degrees Inc.	Hebei Chengde Weichang Yudaokou Pasture 150MW Wind Farm Project	Energy industries (renewable/non-renewable sources)	China	ACM0002
2025	Verra VCS,903	3Degrees Inc.	Hebei Guyuan County Dongxingying 199.5 MW Wind Power Project	Energy industries (renewable/non-renewable sources)	China	ACM0002
2025	Verra VCS,717	Anew Climate, LLC.	CECIC HKC Gansu Changma Wind Power Project	Energy industries (renewable/non-renewable sources)	China	ACM0002

CLIMATE METRICS AND TARGETS

We aim to continuously improve positive impacts and minimize adverse impacts in our operations by assessing our impacts, risks, and opportunities. We monitor a range of qualitative and quantitative metrics to evaluate the effectiveness of our policies and actions. Disclosing multiple metrics allows us to track progress and gain insight into where improvements are needed. While certain individual sites or functions set internal, time-bound targets, tracking and disclosing multiple metrics enables better resource allocation and strategic planning across the organization.

CLIMATE-RELATED FINANCIAL RISK REPORT METRICS AND DISCLOSURES

We report our climate-related financial risk disclosures according to the Final Report of Recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) (June 2017). TCFD provides a consistent disclosure framework for Milliken to provide climate-related risk disclosures to our stakeholders. View our TCFD Disclosure index [here](#).

NET-ZERO TARGETS

Metric Category	Metric Description	Unit	2018	2019	2020	2021	2022	2023	2024	2025	2030 Target	2050 Target
Net-Zero Target Performance ¹	Scope 1+2 GHG Emissions	MTCO ₂ e	645298	613654	491426	503460	446481	369655	375897	343480	320068	64530
	Change from 2018	Percentage	N/A	-5	-24	-22	-31	-43	-42	-47	-50.4	-90
	Scope 3 Emissions	MTCO ₂ e	3537099				3164246	2401244	2429824	1971939	2475969	353710
	Change from 2018	Percentage	N/A				-11	-32	-31	-44	-30	-90
	Scope 1, 2, and 3 Emissions	MTCO ₂ e	4182397				3610727	2770899	2805721	2315419	N/A	N/A

NET-ZERO TARGETS FOOTNOTES

1. Years 2018 and 2022 were recalculated with improved methodologies. Years 2019, 2020, and 2021 were previously reported on spend-based methodologies.

CLIMATE METRICS AND TARGETS

SCOPE 1 AND 2

Metric Category	Source	2023 (MTCO2e)	% of 2023	2024 (MTCO2e)	% of 2024	2025 (MTCO2E)	% of 2025	Reduction Pathway Methods
Scope 1 and Scope 2 Emissions by Source and Reduction Pathway	Stationary Fuel Combustion	218067	59	219185	58	216306	63	Fuel Switching Energy Efficiency
	Process Emissions	3262	1	2486	1	2409	1	Other
	Fugitive Emissions (Refrigerants)	1112	<1	1995	1	513	<1	Other
	Trucking and Leased Vehicles	6218	2	5968	2	5329	2	Fuel Switching
	Purchased Electricity (Location-Based)	175487	N/A	172086	N/A	163977	N/A	Other
	Purchased Electricity (Market-Based)	136872	37	141705	38	114811	33	N/A
	Purchased Steam and Hot Water	4125	1	4557	1	4113	1	Renewable Energy Use Energy Efficiency
	Total (Market-Based)	369656	100	375896	100	343481	100	Other Energy Efficiency

Metric Category	Source	Unit	2018	2019	2020	2021	2022	2023	2024	2025
Scope 1 Emissions by Source	Stationary Fuel Combustion	MTCO2e	297071	278819	231329	258751	253279	218067	219185	216306
	Process Emissions	MTCO2e	7058	6760	4651	5868	5466	3262	2486	2409
	Fugitive Emissions-Refrigerants	MTCO2e	5839	2434	2405	3323	6130	1112	1995	513
	Trucking and Vehicles	MTCO2e	8262	7891	6234	7024	7219	6218	5968	5329
	Total	MTCO2e	318230	295904	244619	274966	272094	228659	229634	224557
Scope 2 Emissions by Source ¹	Purchased Electricity (Location-Based)	MTCO2e	325078	318706	261023	235210	207905	175487	172086	163977
	Purchased Electricity (Market-Based)	MTCO2e	322555	313826	242993	224614	170600	136872	141705	114811
	Purchased Steam and Hot Water	MTCO2e	4514	3922	3813	3879	3787	4125	4557	4113
	Total (Location-Based)	MTCO2e	329592	322628	264836	239089	211692	179612	176643	168089
	Total (Market-Based)	MTCO2e	327069	317748	246806	228493	174386	140996	146262	118924

SCOPE 1 AND 2 FOOTNOTES

1. Carbon offsets are not incorporated into our methodology for SBTI-approved net-zero targets.

CLIMATE METRICS AND TARGETS

SCOPE 3

Metric Category	Category	Unit	2018	2022	2023	2024	2025	% of 2025 Scope 3 Total
Scope 3 Emissions by Category ¹	C1 - Purchased Goods and Services	MTCO ₂ e	2780371	2495349	1853236	1910962	1462771	74
	C2 - Capital Goods	MTCO ₂ e	36375	27177	29364	25536	19381	1
	C3 - Fuel and Energy Related Activities	MTCO ₂ e	113356	90340	68205	108661	109894	6
	C4 - Upstream Transport	MTCO ₂ e	105556	120512	149484	99024	95065	5
	C5 - Waste Generated in Operations	MTCO ₂ e	8908	15608	18231	7395	6161	<1
	C6 - Business Travel	MTCO ₂ e	6944	5863	8606	12600	9574	<1
	C7 - Employee Commuting	MTCO ₂ e	33652	25118	21846	18804	20917	1
	C8 - Upstream Leased Assets	MTCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A
	C9 - Downstream Transport	MTCO ₂ e	105556	120512	N/A ²	N/A ²	N/A ²	N/A ²
	C10 - Processing of Sold Goods	MTCO ₂ e	278428	205095	208391	201743	203065	10
	C11 - Use of Sold Products	MTCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A
	C12 - End of Life of Sold Products	MTCO ₂ e	66637	49801	42849	44327	44488	2
	C13 - Downstream Leased Assets	MTCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A
	C14 - Franchises	MTCO ₂ e	N/A	N/A	N/A	N/A	N/A	N/A
	C15 - Investments	MTCO ₂ e	1016	8871	1032	722	623	<1
Total Scope 3	MTCO ₂ e	3537099	3164246	2401244	2429825	1971940	100	

SCOPE 3 FOOTNOTES

- 2018 and 2022 recalculated for improved accuracy by replacing spend-based methodologies with unit-based methodologies where reliable unit-based data is available. We adhere to [SBTi Corporate Net-Zero Standard](#) requirements for recalculations.
- Downstream transport has been calculated within upstream transport

CLIMATE METRICS AND TARGETS

ENERGY

Metric Category	Metric	Unit	Base Year 2018	2023	2024	2025
Fuel Consumption	Coal and Coal Products	MWh	304510	1980	0	0
	Crude Oil and Petroleum Products	MWh	2263	605	742	5551
	Natural Gas	MWh	1121699	1205640	1211500	1205154
	Non-Renewable Sources	MWh	25712	17685	22196	7381
	Nuclear Products	MWh	0	0	0	0
	Purchased or Acquired Electricity, Heat, Steam, and Cooling from Non-Renewable Sources	MWh	797609	433891	453607	386762
	Total Non-Renewable Energy Consumption	MWh	2251793	1659801	1688045	1604848
	Share of Non-Renewable Sources in Total Energy Consumption	Percentage	99.5	94	94	92
	Renewable Sources (including Biomass, Biogas, Non-Fossil Fuel Wastes, Renewable Hydrogen, etc.)	MWh	0	0	0	0
	Purchased or Acquired Electricity, Heat, Steam, and Cooling from Renewable Sources	MWh	10277	108920	106740	144982
	Self-Generated Non-Fuel Renewable Energy	MWh	0	221	162	487
	Total Renewable Sources in Total Energy Consumption	MWh	10277	109141	106901	145469
	Share of Renewable Sources in Total Energy Consumption	Percentage	0.5	6	6	8
	Total Energy Consumption	MWh	2262070	1768942	1794947	1750317

Metric Category	Metric Description	North America	EMEA	Asia	Other
Energy and Scope 1 and 2 Emissions by Region	Energy By Region (MWh)	1648120	54057	35292	12363
	Scope 1 and 2 Emissions by Region (MTCO2e)	324825	6786	7572	4298

CLIMATE METRICS AND TARGETS

SHADOW CARBON TARGETS

Metric Category	Type of Internal Carbon Price	Applied to Emission Scopes (MTCO ₂ e) ¹	Price Applied
Internal Shadow Carbon Pricing	Forecast Model and Capital Expenditure Shadow Price	Scope 1 and 2 emissions	60

SHADOW CARBON PRICING FOOTNOTES

1. Equals our company scope 1 and scope 2 emissions as of December 31, 2025.

CERTIFICATIONS

Metric Category	Certification	Total Sites Certified	Percent Sites Certified
Third-Party Certifications ¹	ISO 14001	28	62
	ISO 50001	1	2

CERTIFICATIONS FOOTNOTES

1. ISO 14001 and ISO 50001 certifications help us align our environmental objectives and key performance indicators with an enterprise environmental management system.

ENVIRONMENTAL RISK

Metric Category	Metric Description	2023	2024	2025
Environmental Risk Assessments Conducted on Site-Specific Risks	Total Operational Sites with Assessments	32	34	37

DATA RECALCULATIONS AND RESTATEMENTS

Milliken performs recalculations of historic emissions when structural changes, methodological updates, improved emission factors, or data corrections indicate changes of approximately 5 percent or more or following significant acquisitions or divestitures. Restatements are disclosed when they improve comparability and accuracy of reported information.

ENVIRONMENT

An assessment of our impacts, risks, and opportunities indicated that environmental risk management, including pollution prevention, is an impact area for Milliken across our operations and value chain. This section addresses Milliken's approach to managing pollution-related impacts associated with emissions to air, water, and land, as well as activities to prevent, control, and reduce pollution arising from our operations. Disclosures in this section cover the following subtopics: pollution prevention and environmental risk management; governance, policies, and actions supporting environmental protection; and metrics and targets used to monitor environmental performance. We prioritize policies and actions that support compliance with environmental requirements, reduce pollution risks, and drive continuous improvement in environmental performance, with the objective of minimizing adverse impacts and supporting positive outcomes for our associates, communities, customers, and other stakeholders.

ENVIRONMENT POLICIES

Our approach to managing impacts on the environment is guided by the policy commitments described in the [Climate](#) disclosure of the Planet section and guided by our broader policy commitments detailed in the [People](#) and [Business Conduct](#) sections of this report.

ENVIRONMENT ACTIONS

Milliken implements actions to prevent, manage, and reduce pollution risks across its operations and value chain. Actions to support compliance with environmental requirements, continuous improvement in environmental performance, and the achievement of pollution-related objectives across air, water, and land are described below.

MANAGEMENT AND OVERSIGHT

Our Board of Directors holds the highest level of oversight of the company's strategy, including environmental management. The board meets five times per year, with one meeting dedicated entirely to reviewing strategy, including our sustainability strategy. As part of this oversight, the board receives management reports and makes decisions related to the company's environmental strategy, including environmental management.

Management of our environmental objectives is led by the Executive Vice President, Global Operations and Chief Supply Chain Officer, who oversees the alignment of business objectives with operational performance and ensures that adequate resources and support are provided to achieve objectives and monitor progress. The environmental, health and safety, and sustainability functions play a key role in providing guidance, training, and tools for implementing our environmental objectives, including pollution prevention. These functions provide performance analytics, project management, and technical tools to help operational leaders monitor and improve environmental performance.

RISK MANAGEMENT

We have implemented an enterprise standardized pollution risk management system that establishes consistent roles, responsibilities, training expectations, and a common methodology for identifying, analyzing, evaluating, and addressing environmental risks. Each site conducts documented environmental risk assessments led by site management, with periodic review and integration into corrective action and enterprise risk management processes to reduce the risk of environmental violations.

ENVIRONMENTAL MANAGEMENT REVIEWS

Representatives from our businesses and functions meet to identify opportunities for future improvements. A quarterly global review is held across levels of the organization to ensure consistent communication of our priorities. These meetings include lessons learned, sharing new or changing compliance requirements, supplier presentations, and highlights best practices. We also host quarterly meetings for our environmental professionals to provide a channel for peers to share insights and opportunities for improving environmental management at Milliken sites. By narrowing the audience and scope of these sessions, attendees can participate in focused peer discussions.

THIRD-PARTY STANDARDS AND INDEPENDENT CERTIFICATIONS

Multiple Milliken sites maintain ISO 14001 or Responsible Care 14001 certifications, which align environmental objectives and key performance indicators within a formal environmental management system framework. These systems include procedures to monitor, measure, analyze, and evaluate environmental performance for activities with the potential to impact significantly the environment. Various Milliken products maintain third-party certifications, for example, the company discloses the ingredients of our floor coverings through Declare®, a voluntary labeling program and database operated by the International Living Future Institute™.

ENVIRONMENT ACTIONS

TRAINING AND CAPACITY BUILDING

Milliken manufacturing facilities provide annual environmental training for associates. Training topics vary based on site-specific risks and opportunities and typically include information on environmental impacts, individual responsibilities, emergency procedures, access to safety data sheets, and chemical hazard identification. Our facilities also train development and process teams annually on change management processes to ensure that new equipment, materials, or chemicals undergo appropriate environmental and safety reviews prior to implementation. This process supports proactive identification and management of potential pollution risks.

ENVIRONMENTAL PERFORMANCE MONITORING AND TOOLS

Environmental Participation Scorecard

Milliken provides access to an Environmental Participation Scorecard through the company intranet. This tool supports leadership awareness and associate engagement and promotes continuous improvement within the environmental management system.

Compliance Audits and Corrective Action Management

Milliken uses an enterprise digital solution to manage environmental compliance audits, findings, corrective actions, and incident reporting. The system enables visibility across sites, facilitates root cause analysis, and supports consistent tracking and sharing of learnings related to environmental incidents and near misses.

SUPPLIER ENGAGEMENT AND RESPONSIBLE SOURCING

Environmental considerations are integrated into Milliken's supplier due diligence process. Suppliers are evaluated based on integrity, value, quality, risk, environmental performance, and price. We monitor supplier environmental performance using a cloud-based platform that combines supplier assessments with ongoing monitoring to support responsible sourcing practices. We disclose additional information on how we manage relationships with our suppliers, including due diligence processes, within the Suppliers disclosure of the [People](#) section of this report.

DIGITAL SYSTEMS AND DATA MANAGEMENT

Milliken continues to strengthen environmental data management, monitoring, and control through the use of digital systems and standardized processes across our operations. We deploy digital management tools at our biological wastewater treatment facilities to support advanced operational data analysis and enable faster response to performance deviations and potential pollution risks.

We monitor pollution-related emissions at the facility level in accordance with regulatory requirements and permit conditions, with monitoring and control processes embedded within ISO 14001–certified management systems where applicable.

EMERGENCY PREPAREDNESS AND COMMUNITY ENGAGEMENT

Our manufacturing locations participate in Local Emergency Planning Committees. Through these forums, we engage with industry representatives, emergency responders, and local government officials to identify and mitigate potential environmental and community risks and to communicate operational changes that may affect surrounding communities.

EMPLOYEE ENGAGEMENT AND RECOGNITION

Milliken encourages associate engagement in environmental and pollution prevention efforts through a combination of participation mechanisms and formal recognition programs. These initiatives support awareness, accountability, and continuous improvement in environmental performance across the organization.



ENVIRONMENT METRICS AND TARGETS

We aim to continuously improve positive environmental outcomes and minimize adverse impacts across our operations and value chain by assessing our impacts, risks, and opportunities related to pollution. We monitor a range of qualitative and quantitative metrics to evaluate the effectiveness of our policies and actions. Disclosing multiple metrics allows us to track performance, identify trends, and pinpoint areas where additional controls or improvements may be needed. While certain individual sites or functions establish internal, time bound targets, tracking and disclosing a broader set of metrics supports more effective resource allocation and strategic planning across the organization.

CERTIFICATIONS

Metric Category	Metric Description	Unit	2023	2024	2025
Responsible Care 14001 Certification	Total Sites Certified	Number	5	7	9
		Percentage	11	16	20
ISO 14001 Certification	Total Sites Certified	Number	27	27	28
		Percentage	60	60	62

WATER

An assessment of our impacts, risks, and opportunities indicates that water withdrawal, consumption, and discharge quality are impact areas for Milliken across certain operations and geographies. Water is an essential input for many of our manufacturing processes, and access to reliable, high-quality water is important to product quality, operational continuity, and regulatory compliance. Disclosures in this section cover the following subtopics: responsible water management including water withdrawal, water consumption, and water discharge. We prioritize policies and actions to reduce adverse water related impacts and improve water efficiency where feasible, while balancing operational needs and stakeholder expectations across our businesses, communities, and value chain. High-quality water is essential for ensuring product quality, maintaining operational continuity, and meeting regulatory requirements. We strive to minimize water-related impacts and enhance water efficiency whenever possible, carefully balancing operational demands with the expectations of stakeholders throughout our businesses, communities, and value chain.

WATER POLICIES

Our approach to managing impacts related to water is guided by the policy commitments described in the [Climate](#) disclosure of the [Planet](#) section and guided by our broader policy commitments detailed in the [People](#) and [Business Conduct](#) sections of this report.

WATER ACTIONS

Milliken takes actions to reduce adverse water related impacts in our operations and value chain. Our actions that support compliance with environmental requirements, promote responsible water consumption, and improve water discharge practices are described below.

MANAGEMENT AND OVERSIGHT

Our Board of Directors holds the highest level of oversight related to the company's environmental strategy, including water stewardship. The board meets regularly, with one meeting annually dedicated to reviewing company strategy, including sustainability. As part of this oversight, the board receives management reports related to water strategy.

Management of our environmental objectives is led by our Executive Vice President, Global Operations and Chief Supply Chain Officer, who ensures alignment of business objectives with operational performance.

Environmental, Health & Safety (EHS) and Sustainability teams provide guidance, training, and tools for water management, including project management support, performance analytics, and technical tools that help facility leaders monitor and improve water performance.

RISK MANAGEMENT

We manage water related risks across our manufacturing, warehousing, and logistics locations through our environmental and operational excellence programs. Our actions are supported by formal policies, operational standards, internal controls, performance indicators, and defined procedures.

We use our enterprise risk management process to identify, prioritize, and manage water related risks and opportunities in our direct operations and value chain over short, medium, and long term horizons. Facilities with material water use are assessed annually using recognized tools (e.g., WWF Water Risk Filter) to identify locations exposed to high or extremely high watershed risk, inform mitigation and investment decisions, and help sequence site level actions.

OPERATIONAL WATER MANAGEMENT

We have implemented operational water management actions across our manufacturing sites to reduce freshwater withdrawal, improve water

efficiency, and maintain regulatory compliance and product quality. Freshwater used in dyeing, finishing, chemical, and utility operations is managed through site-level efficiency and loss-prevention measures. Operational water use data is monitored and trended to identify efficiency opportunities and support continuous improvement at the facility level.

WATER STEWARDSHIP GOVERNANCE AND REVIEW

Representatives from our businesses and functional teams meet regularly to identify and prioritize opportunities for water reduction, reuse, and discharge quality improvements. We conduct periodic global reviews to align priorities, resource needs, and best practices, supporting consistent implementation across sites. We also host working sessions for environmental professionals to share regulatory developments, supplier capabilities, operational initiatives, and lessons learned related to water stewardship.

THIRD-PARTY STANDARDS AND INDEPENDENT CERTIFICATIONS

Multiple Milliken sites maintain ISO 14001 or RC 14001 certifications, which provide a formal environmental management system framework for setting and reviewing site level water and environmental objectives. Certified sites maintain procedures to monitor, measure, analyze, and evaluate environmental performance for activities with potential to significantly impact the environment, including water withdrawal, consumption, and wastewater.

WATER ACTIONS

TRAINING AND CAPACITY BUILDING

Our manufacturing facilities provide annual environmental training. Training is tailored to site specific risks and typically covers water withdrawal sources, major uses, conservation practices, discharge controls, emergency and spill response procedures, and applicable regulatory requirements. Development and process teams receive annual management-of-change training so that new equipment, materials, or chemicals receive appropriate environmental and safety reviews prior to implementation, helping prevent unintended water impacts.

WASTEWATER AND DISCHARGE MANAGEMENT

We prioritize responsible operation of onsite wastewater treatment systems and compliant management of discharges to publicly owned treatment works. Discharges are managed to site-specific regulatory requirements and monitored through procedures for sampling, analysis, and reporting to applicable regulators. Typical parameters include, as relevant to the permit, flow, pH, total suspended solids (TSS), chemical oxygen demand (COD), and color. Corporate environmental teams host routine forums and maintain systems to review performance, share learnings, and support corrective and preventive actions.

VENDOR QUALIFICATION AND AUDIT PROGRAM (WATER AND WASTEWATER)

We maintain a risk based process for approving and periodically reviewing third party vendors that support water and wastewater activities (e.g., treatment service providers, haulers of treatment residuals, contracted laboratories). Reviews may include desktop due diligence on compliance and handling practices, data/documentation checks, and site visits where appropriate.

INTERNAL WATER STEWARDSHIP IMPROVEMENT INITIATIVES

We empower teams to design and execute projects that reduce water use and improve discharge outcomes. These actions include:

- **Process optimization:** reducing rinse water requirements, optimizing bath ratios and reuse where quality allows, and expanding in process water recirculation.
- **Utility and infrastructure upgrades:** improving metering, fixing leaks, right-sizing pumps/valves, optimizing set points for cooling and steam systems, and automating shut offs.
- **Pretreatment improvements:** optimizing chemical dosing, aeration, and solids handling to stabilize effluent quality and reduce variability.
- **Recognition and incentives:** engaging associates through training, cross-functional committees, and recognition programs that reward measurable water use reduction and discharge performance.

DIGITAL SYSTEMS AND DATA MANAGEMENT

We use an enterprise sustainability data platform to collect environmental metrics and generate performance analytics for internal and external reporting. Facilities record water withdrawal (from flow meters and/or utility invoices), discharge (metered or billed), and relevant discharge quality parameters. Water consumption is calculated as the difference between withdrawal and discharge unless site specific methods apply. ISO-certified sites track water at least monthly, supported by centralized tools for documentation, trend analysis, and prioritization of conservation opportunities.

PERFORMANCE MONITORING AND TOOLS

We maintain environmental participation and performance scorecards on our company intranet to increase visibility, accountability, and continuous improvement across sites. We use an enterprise compliance platform to manage environmental audits, findings, corrective actions, and incident reporting. This supports consistent root-cause analysis and enables sharing of lessons learned and corrective measures related to water management.

SUPPLIER ENGAGEMENT AND RESPONSIBLE SOURCING

Environmental considerations are incorporated into supplier due diligence and ongoing monitoring. We evaluate suppliers on variables including integrity, value, quality, risk, environmental performance, and price. Where appropriate, we engage equipment and chemical suppliers to improve water efficiency, qualify lower impact chemistries, and support process changes that reduce water demand or improve discharge quality, subject to quality, safety, and regulatory constraints. We disclose additional information on how we manage relationships with our suppliers, including due diligence processes, within the [Suppliers](#) disclosure of the [People](#) section of this report.

EXTERNAL ENGAGEMENT AND DISCLOSURE

We participate in professional networks and industry associations to share practices and learn from peers in water quality and use. We periodically submit disclosures to CDP Water Security to communicate our approach and progress to stakeholders.

EMERGENCY PREPAREDNESS AND COMMUNITY ENGAGEMENT

Our manufacturing locations participate in relevant local emergency planning and response forums. Through these channels, we coordinate with industry representatives, emergency responders, and local authorities to identify and mitigate potential environmental and community risks related to water and wastewater.

WATER METRICS AND TARGETS

We aim to continuously improve positive impacts and minimize adverse impacts in our operations by assessing our impacts, risks, and opportunities. We monitor a range of qualitative and quantitative metrics as indicators to measure the effectiveness of our policies and actions. Disclosing multiple metrics allows us to track progress and gain insight into where improvements are needed. While certain individual sites or functions set internal, time-bound targets, tracking and disclosing multiple metrics enables better resource allocation and strategic planning across the organization.

WATER METRICS

Metric Category	Metric Description	Unit	2023	2024	2025
Water Consumption Metric	Total Water Consumption	m ³	915,893	1,606,493	1,623,982
	Total Consumption from Areas with Medium or Medium-High Water Stress	Percent Total Withdrawal	<1%	1%	0%
Absolute Water Withdrawal Metric	Fresh Surface Water	m ³	5,203,150	5,591,282	5,943,868
	Third-Party Sourced Water	m ³	3,540,024	3,424,496	3,007,477
	Groundwater	m ³	1,448,121	1,374,518	1,241,285
	Total Water Withdrawal	m ³	10,191,295	10,390,296	10,192,630
Absolute Water Discharge Metric	Wastewater Applied to the Land (Spray Irr. & Septic)	m ³	7,455	6,025	4,638
	Wastewater Discharged to Off-Site Treatment	m ³	1,879,405	1,880,493	1,670,647
	Wastewater Discharged to Receiving Stream	m ³	7,388,543	6,897,286	6,892,363
	Total Water Discharge	m ³	9,275,402	8,783,803	8,567,649
Water Risk Exposed Facilities	Total Number of Facilities Exposed to Water Risk	Number	5 ¹	2	0
	Company-Wide Facilities Exposed to Water Risk	Percentage	11% ^{1,2}	4% ²	0%

WATER METRICS FOOTNOTES

1. Water risk was assessed using the WRI Aqueduct Tool prior to 2024 before switching to the WWF Water Risk Filter. The underlying data remains the same but differences lie in the weighting of categories.
2. Represents 1% of overall water use.

WASTE

An assessment of our impacts, risks, and opportunities indicated that waste generation and waste management are impact areas for Milliken across our operations and value chain. This section covers our approach to managing waste-related impacts arising from operational activities, product manufacturing, and materials at end of life, with an emphasis on waste prevention, reduction, reuse, recycling, and responsible disposal. Disclosures in this section cover the following subtopics: resource use and waste management within operations; waste reduction and circularity; and metrics and targets used to monitor waste generation, diversion, and disposal. We prioritize policies and actions to mitigate adverse waste-related impacts, improve material efficiency, and support more circular outcomes for products and materials, benefiting associates, customers, communities, and other stakeholders.

WASTE POLICIES

Our approach to managing impacts related to waste is guided by the policy commitments described in the [Climate](#) disclosure of the Planet section and guided by our broader policy commitments detailed in the [People](#) and [Business Conduct](#) sections of this report.

WASTE ACTIONS

Milliken takes actions to prevent, manage, and reduce waste across its operations and value chain. Our actions that support compliance with environmental requirements, promote waste reduction, resource management and circularity objectives across materials, products, and packaging are described below.

MANAGEMENT AND OVERSIGHT

Our Board of Directors holds the highest level of oversight related to the company's environmental strategy, including waste management. The board meets regularly, with one meeting annually dedicated to reviewing strategy, including sustainability. As part of this oversight, the board receives management reports related to the company's waste strategy.

Management of our environmental objectives is led by our Executive Vice President, Global Operations and Chief Supply Chain Officer, who ensures

alignment of business objectives with operational performance and that adequate resources are provided to achieve objectives and monitor progress. Environmental, Health & Safety (EHS) and Sustainability teams provide guidance, training, and tools for implementing our waste and resource use objectives, including project management support, performance analytics, and technical tools that help facility leaders monitor and improve waste performance.

RISK MANAGEMENT

We manage waste and resource use risks across our manufacturing, warehousing, and logistics locations through our environmental and operational excellence programs. Our actions are supported by formal policies, operational standards, internal controls, and performance indicators. Our sites apply a standardized environmental risk assessment process and the waste management hierarchy to prevent and reduce waste generation and improve material efficiency. We also advance circular outcomes by evaluating resource inflows, product and packaging outflows, including recyclability and recycled content, and operational waste streams to identify reduction, reuse, and recycling opportunities.

RESOURCE USE MANAGEMENT

We assess and improve how materials and resources are used across our operations and product value chains. We aim to evaluate renewable and non-renewable resource inflows and outflows, recycling and recyclable content,

and product durability to inform decision-making and design improvements. We incorporate lifecycle considerations into our management approach by assessing resource impacts during production, product use, and end-of-life stages. These actions prioritize waste minimization, retention of material value, and more efficient resource use in production and consumption processes. We also conduct ongoing assessments to identify key risks, opportunities, and dependencies related to resource use to guide continuous improvement and circularity initiatives.

WASTE MANAGEMENT REVIEW

Representatives from our businesses and functional teams meet regularly to identify and prioritize opportunities for waste reduction, recycling, and circular resource use. We conduct quarterly global reviews to align resource and waste management priorities, objectives, and best practices and to support consistent implementation across sites. We also host working sessions for our environmental professionals to share regulatory developments, supplier capabilities, operational improvement initiatives, and lessons learned related to waste prevention, recycling, and alternative management options for difficult-to-treat materials.

WASTE ACTIONS

THIRD-PARTY STANDARDS AND INDEPENDENT CERTIFICATIONS

Multiple Milliken sites maintain ISO 14001 or RC 14001 certifications, which provide a formal environmental management system framework for setting and reviewing site level waste and resource use objectives. Certified sites maintain procedures to monitor, measure, analyze, and evaluate environmental performance for activities with potential to significantly impact the environment, including solid waste and wastewater-level waste and resource-use objectives.

TRAINING AND CAPACITY BUILDING

Our manufacturing facilities provide annual environmental training for associates. Training is tailored to site specific risks and typically covers waste streams generated at the facility; proper segregation, labeling, and storage; applicable regulatory requirements; emergency procedures; and best practices for maximizing material recovery. Development and process teams are trained annually in management of change processes so that new equipment, materials, or chemicals receive appropriate environmental and safety reviews prior to implementation, helping prevent unintended waste generation.

WASTE VENDOR QUALIFICATION AND AUDIT PROGRAM

We maintain a risk-based process for auditing and approving waste management partners. This includes desktop due diligence of environmental compliance, waste handling practices, and disposition methods; data and documentation reviews; and site visits where appropriate. We participate in sectoral information sharing to support vendor stewardship and select treatment, recycling, and disposal outlets that balance environmental impact, safety, and cost. Where practical and permitted by law, we seek to avoid landfill disposal and continue to pursue alternative outlets, recognizing that in certain cases a managed landfill may be the appropriate option.

WASTEWATER TREATMENT AND BIOSOLIDS MANAGEMENT

We prioritize responsible operation of on-site wastewater treatment facilities. This includes routine maintenance, periodic cleaning, and removal of biosolids to maintain safety, compliance, and operational efficiency. Because biosolids are a byproduct of treatment, their periodic removal can create variability in reported waste volumes.

INTERNAL WASTE REDUCTION AND CIRCULARITY INITIATIVES

We empower teams to design and execute projects that reduce waste at the source and improve material circularity. These actions include:

- **Process optimization:** reducing off-spec production, optimizing changeovers, and expanding reuse of internal regrind and scrap where quality and safety allow.
- **Diversion to recovery:** qualifying alternative outlets (e.g., material recycling, preparation for reuse energy recovery where permitted) for complex waste streams.
- **On site pretreatment:** deploying solutions (e.g., compaction or drying where appropriate) that reduce mass/volume and facilitate diversion.
- **Recognition and incentives:** engaging associates through training, cross functional committees, and recognition programs that reward measurable landfill reduction and recycling improvements.

Our operations team executes dozens of projects across regions and product lines, reducing generated waste, increasing diversion, and finding alternative outlets for materials historically difficult to manage.

DIGITAL SYSTEMS AND DATA MANAGEMENT

We use an enterprise sustainability data platform to collect environmental metrics and generate performance analytics for internal and external reporting. Facilities record waste stream data, destination, and treatment method, enabling visibility into disposal trends and quantities. ISO certified sites track waste and disposal outlets at least monthly, with centralized tools supporting documentation, trend analysis, and prioritization of recycling

and waste prevention opportunities. We continue to strengthen data quality through manifest controls, vendor confirmations, and internal review processes to improve traceability.

PERFORMANCE MONITORING AND TOOLS

We have implemented enterprise-wide monitoring and management tools to drive waste and resource performance improvement. We maintain environmental participation and performance scorecards on our company intranet to increase visibility, accountability, and continuous improvement across sites. We use an enterprise compliance platform to manage environmental audits, findings, corrective actions, and incident reporting. This system supports consistent root cause analysis and enables sharing of lessons learned and corrective measures related to waste and resource management. We also collect energy, water, and waste data through centralized reporting tools to support trend analysis and inform site-level and enterprise-level action plans focused on waste reduction, recycling improvement, and more efficient resource use.

SUPPLIER ENGAGEMENT AND RESPONSIBLE SOURCING

Environmental considerations are incorporated into supplier due diligence and ongoing monitoring. We evaluate suppliers on variables including integrity, value, quality, risk, environmental performance, and price. We engage suppliers to expand recycled content availability, increase packaging recyclability, and identify reuse pathways for materials and products. Where feasible, we collaborate with partners on takeback, repair, and reuse solutions that extend product life and reduce waste at end-of-life. We disclose additional information on how we manage relationships with our suppliers, including due diligence processes, within the [Suppliers](#) disclosure of the [People](#) section of this report.

WASTE ACTIONS

PRODUCT CIRCULARITY SOLUTIONS

We continue to invest in product life extension, reuse, and recycling solutions that reduce waste generation and improve material circularity, with a focus on portfolios where modularity, refurbishment, and secondary markets can significantly reduce end-of-life disposal.

PRODUCT CIRCULARITY ACTIONS INCLUDE:

- **Designing for durability, reparability, and modular replacement** where appropriate, enabling repair, refurbishment, and component level replacement and reducing premature disposal of products.
- **Supporting repair, refurbishment, and reuse pathways**, including investments in flooring maintenance and reuse platforms that manage collection, sorting, reconditioning, and resale of products, extending product life and preventing waste.
- **Advancing reuse and secondary market solutions** through partnerships that provide customers access to high quality reused and upcycled products, aligned with Milliken's [N/XT Life™](#) circularity program.
- **Improving plastics end-of-life outcomes** through investments and collaborations that expand recycling infrastructure and improve the quality and performance of recycled materials.
- **Increasing recycled content and recyclability of products and packaging** while maintaining performance, safety, and regulatory compliance.
- **Partnering with value chain participants** on takeback, reuse, recycling, and material recovery initiatives that help customers avoid disposal and reduce waste and embodied impacts.

These actions support waste reduction, diversion from disposal, and improved material recovery across the value chain, while also contributing to broader environmental objectives, including reductions in greenhouse gas emissions associated with material production and end-of-life treatment.

EMERGENCY PREPAREDNESS AND COMMUNITY ENGAGEMENT

Our manufacturing locations participate in Local Emergency Planning Committees. Through these forums, we engage with industry representatives, emergency responders, and local government officials to identify and mitigate potential environmental and community risks and to communicate operational changes that may affect surrounding communities.

SCOPE 3 DECARBONIZATION

We account for Scope 3, Category 5 (waste generated in operations) within our broader climate strategy. Reducing waste generation and improving diversion can reduce associated greenhouse gas emissions from both solid waste and wastewater treatment. Site level action plans integrate waste prevention and diversion projects that contribute to our value chain decarbonization pathway.

U.S. RECYCLING SOLUTIONS

Milliken & Company's Charitable Foundation co-funded The Recycling Partnership's The Center for Sustainable Behavior & Impact which combines data and consumer research with community pilots to develop scalable solutions that aim to drive more recyclable materials in bins and increase U.S. household participation in recycling. Strengthening recycling behavior requires collaboration, data, partnerships, expertise in recycling education, and targeted improvements to underperforming community recycling programs.



The Allen Plant team earned an award for its press tincake recycling program.

WASTE METRICS AND TARGETS

We aim to continuously improve positive impacts and minimize adverse impacts in our operations by assessing our impacts, risks, and opportunities. We monitor a range of qualitative and quantitative metrics as indicators to measure the effectiveness of our policies and actions. Disclosing multiple metrics allows us to track progress and gain insight into where improvements are needed. While certain individual sites or functions set internal, time-bound targets, tracking and disclosing multiple metrics enables better resource allocation and strategic planning across the organization.

WASTE METRICS

Metric Category	Metric Description	Unit	2023	2024	2025
Waste Generated	Total	lb	83,034,567	77,419,868	83,736,985
	Hazardous	lb	4,973,630	5,515,462	5,279,002
	Non-Hazardous	lb	78,060,937	71,904,406	78,457,982
Waste Recycled	Carpet	lb	2,667,678	2,118,998	2,347,767
	Chemical Nonhazardous	lb	635,143	684,670	635,880
	Coal Ash	lb	96,627	-	-
	Construction	lb	490,816	991,987	1,520,827
	Fiber Yarn Fabric	lb	20,087,111	18,692,675	16,652,958
	General Trash	lb	773,339	1,485,524	875,991
	Hazardous Waste	lb	84,938	98,984	87,722
	Paper and Cardboard	lb	3,635,350	4,318,482	3,819,257
Waste Diverted from Disposal	Plastic	lb	1,005,289	940,155	989,523
	Compost	lb	1,481,200	1,856,639	1,858,981
Waste Directed to Disposal	Recycle	lb	29,476,291	29,374,863	26,929,925
	Incineration with Recovery	lb	25,961,906	30,140,428	26,755,895
	Treated	lb	1,869,297	270,814	491,149
Operational Waste Diverted from Landfills	Landfilled	lb	62,439,603	23,305,469	27,701,035
	Total	Percentage	71	80	67



BUSINESS CONDUCT

POLICIES

TRAINING

ANTI-CORRUPTION

REPORTING CHANNELS

BUSINESS CONDUCT

An assessment of our impacts, risks, and opportunities indicated that business conduct is an impact area for Milliken. Disclosures related to business conduct include the following subtopics: anti-corruption and bribery; protections for whistleblowers; supplier management and payment practices; and lobbying activities. We prioritize policies and actions to mitigate negative impacts and improve the positive impacts on our stakeholders.

BUSINESS CONDUCT POLICIES

Our approach to managing impacts on stakeholders is guided by business conduct policies described in this section and as outlined in other sections of this report including [People](#) and [Planet](#). We publish business conduct policy statements on Milliken's [Ethics website](#) to inform stakeholders of our commitments.

CODE OF CONDUCT

Our [Code of Conduct](#) sets forth principles that guide our associates and Board of Directors in their decision-making, ensuring integrity, transparency, and accountability. Key areas covered include respect for human rights, anti-corruption, fair competition, conflicts of interest, protection of company assets, protection of personal data, and compliance with applicable laws and regulations.

The Code applies to our Board of Directors and all global associates, including temporary and contract workers providing services at Milliken locations. In developing and implementing the Code, we considered the interests of affected stakeholders including associates, customers, suppliers, and communities. We update our Code biennially to reflect evolving regulatory and stakeholder requirements. The Code underwent substantial revisions within the last year including updates covering incident reporting process, fair treatment, and data protection and privacy.

WHISTLEBLOWER POLICY

Our [Whistleblower Policy](#) encourages the prompt reporting of any suspected or actual wrongdoing, misconduct, or violations of law, policy, or our [Code of Conduct](#). We describe clear guidance on how concerns may be raised and provide accessible reporting channels, including our confidential third-party managed [Helpline](#). We maintain a structured and standardized process for investigating reports of suspected misconduct, wrongdoing, or violations of our Code, policies, or applicable laws. Investigations may be initiated through multiple channels, including our Helpline, direct reports to human resources or management, or independently by the Director of Ethics, Compliance, and Social Responsibility, the Ethics and Compliance Steering Committee, the Audit Committee, or through findings from Internal Audit and external sources. We are committed to ensuring that genuine reports are taken seriously and

investigated thoroughly, fairly, and in accordance with applicable laws and regulations. We take reasonable steps to maintain the confidentiality of individuals raising concerns, consistent with the need to conduct effective investigations and comply with legal requirements.

This policy applies to all associates, including temporary and contract workers and is available to other parties who interact with Milliken, including suppliers and business partners. In developing and implementing the Whistleblower Policy, we considered the interests and expectations of associates, third-party workers, suppliers, business partners, customers, and other relevant stakeholders across its value chain. This policy and related procedures align with recognized external standards and applicable regulatory frameworks, including the EU Whistleblower Directive. There were no material updates to this policy during the reporting period.

NON-RETALIATION POLICY

We strictly prohibit retaliation in any form and are committed to maintaining a workplace environment that encourages open communication, ethical conduct, and the reporting of concerns without fear of adverse consequences. Our Non-Retaliation Policy operates in conjunction with and supports Milliken's [Whistleblower Policy](#), which establishes the mechanisms for raising concerns and reporting suspected or actual wrongdoing.

The policy applies to our associates globally, as well as third-party workers, including contractors and temporary workers, and external parties such as suppliers, business partners, and other third parties. These protections extend to those who raise concerns, seek guidance, or report a suspected or actual violation of our [Code of Conduct](#), company policies, or applicable laws through the channels outlined in the Whistleblower Policy, or participate in an investigation. Protection applies even if a concern is ultimately found to be unsubstantiated. Through this policy, and its alignment with the Whistleblower Policy, we reinforce our speak-up culture and ensure individuals can report concerns and participate in investigations without fear of retaliation. There were no material updates to this policy during the reporting period.

BUSINESS CONDUCT POLICIES

ANTI-CORRUPTION POLICY

We maintain an Anti-Corruption Policy, which establishes clear requirements and controls to prevent corrupt practices across the company. This policy is reinforced by our [Code of Conduct](#) and [Third Party Code of Conduct](#), which together clearly prohibit bribery, corruption, facilitation payments, kickbacks, or any other improper payments. Associates receive training to recognize and avoid improper interactions with public officials, employees of state-owned enterprises, or political organizations that could create actual or perceived impropriety. All interactions with government officials must comply with our Anti-Corruption Policy and must not create the appearance of impropriety, regardless of intent.

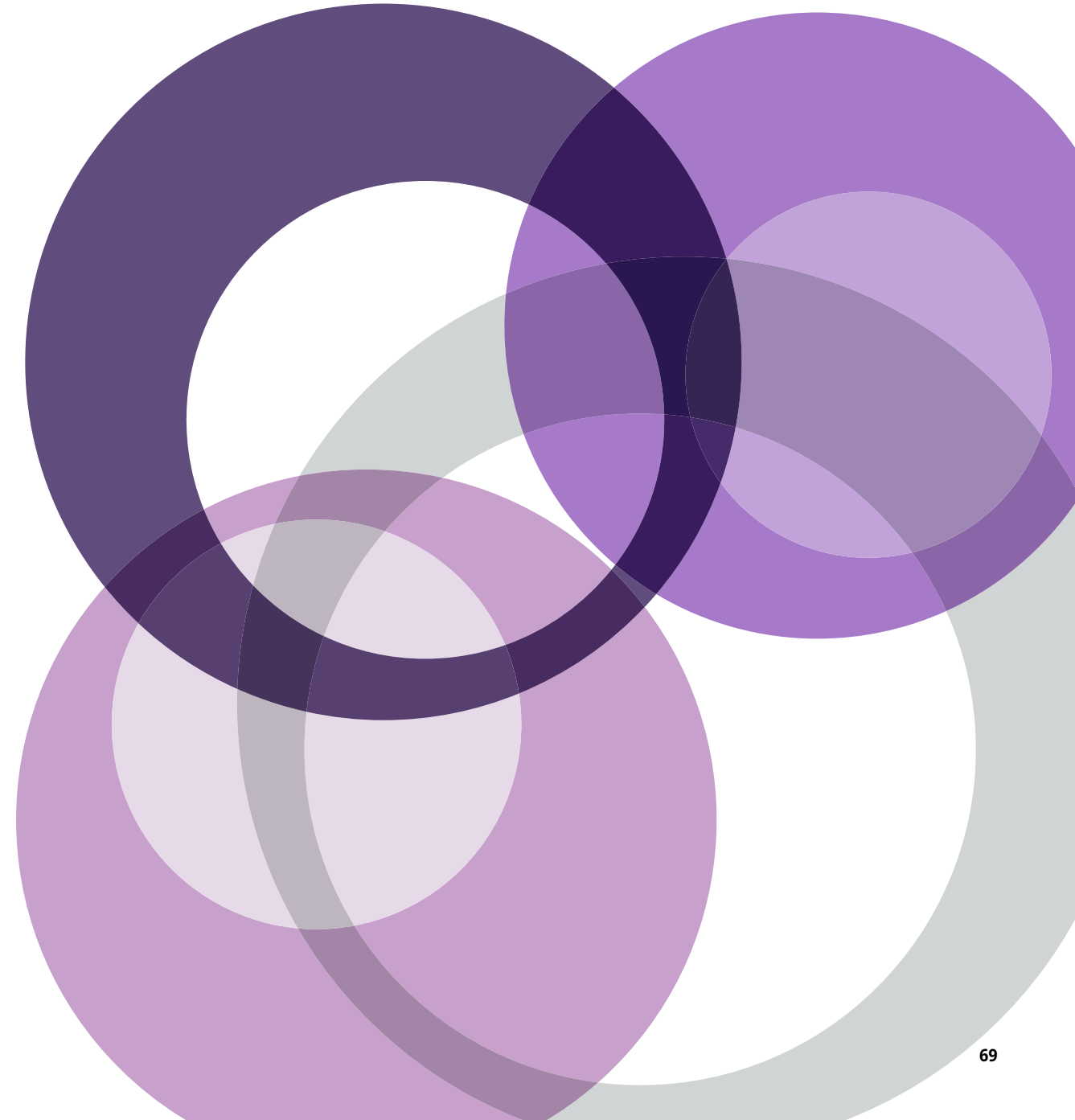
This policy applies to our associates including contractors and temporary workers as well as third parties acting on Milliken's behalf, such as suppliers, agents, intermediaries, and other business partners. In line with a risk-based approach, we have identified functions and roles with heightened exposure to corruption or bribery, including procurement and sourcing, supply chain and logistics, sales, government relations and regulatory affairs, and finance functions, particularly where activities involve interactions with public authorities, state-owned enterprises, or third-party intermediaries. These roles are subject to enhanced anti-corruption training, controls, and oversight in accordance with the Anti-Corruption Policy.

Our anti-corruption framework is designed to be consistent with the principles of the United Nations Convention against Corruption and applicable anti-corruption laws. During the reporting period, we reviewed and updated our Anti-Corruption Policy to reflect evolving regulatory requirements and reinforce expectations to mitigate corruption and bribery risk.

ANIMAL WELFARE POLICY

The Animal Welfare Policy applies to associates globally and is particularly relevant to Milliken's chemical businesses where regulatory requirements may require testing. We do not conduct or outsource animal testing unless it is required by law or regulatory authorities, or where scientifically valid alternative methods are not available or accepted. Such testing may occur in connection with government-mandated registration or regulatory approval processes intended to ensure product safety and efficacy.

We are committed to complying with all applicable animal welfare laws and regulations and to conducting any required animal testing responsibly, ethically, and under appropriate oversight. We review our animal welfare practices to align with evolving scientific, regulatory, and ethical standards and are committed to transparency in our approach to animal welfare.



BUSINESS CONDUCT ACTIONS

Actions that we have taken and planned to prevent, mitigate, and remediate actual and potential impacts, and address risks and opportunities related to business conduct are described below.

MANAGEMENT AND OVERSIGHT

The Audit Committee of our Board of Directors oversees Milliken's ethics and compliance program. The ethics and compliance program is led by our Executive Vice President and Chief Legal Officer, who works with the Vice President, Sustainability and the Director of Ethics, Compliance, and Social Responsibility to manage our ethics program and priorities. The Director reports to the Audit Committee twice a year on ethics investigations, training data, material investigations, and the annual ethics and compliance strategic priorities. The Director also serves as the Committee Chair for the Ethics and Compliance Steering Committee which provides guidance to the strategic annual priorities for ethics and compliance. The committee consists of Milliken's President and Chief Executive Officer; Executive Vice President, Chief Financial Officer and Chief Information Officer; Executive Vice President, Chief Legal Officer; Executive Vice President, Chief Human Resources Officer; Vice President, Sustainability; and Director of Ethics, Compliance, and Social Responsibility. The committee is responsible for reviewing and considering questions of independence, conflicts of interest, business integrity, and internal misconduct.

PROMOTING AN ETHICAL CULTURE

We promote an ethical culture prioritizing the importance of speaking up through a broad range of actions including corporate communications, associate recognition programs, digital signage, and training campaigns. We conduct an annual Integrity Week, engaging associates through interactive activities centered on the [Code of Conduct](#) and key compliance topics—including safety, fraud, data privacy, cybersecurity, speak-up culture, and non-retaliation—to reinforce shared accountability for ethical behavior. We embrace integrity as a core value at Milliken, driving a strong culture that supports doing the right thing.

ANNUAL BUSINESS CONDUCT TRAINING

Management and administrative associates receive role- and location-specific training informed by risk assessments, regulatory requirements, and business priorities through our annual Awareness in Compliance and Ethics (ACE) curriculum. The ACE program includes annual policy reviews and affirmations, speak-up and non-retaliation awareness, and targeted training on fraud, corruption, privacy, cybersecurity, and confidential information handling among other risk areas. We reinforce our global training curriculum through a combination of web-based, instructor-led, and interactive, gamified learning formats to improve engagement and retention. This integrated training approach strengthens our ethical culture, reinforces accountability, and supports compliance with our [Code of Conduct](#) and governance policies.

EVALUATING THE ETHICS AND COMPLIANCE PROGRAM

We periodically evaluate the effectiveness of our ethics and compliance program and ethical culture through third-party managed associate surveys. These surveys assess awareness and confidence in key topics, including reporting misconduct and non-retaliation protections, and provide independent insights and feedback regarding our reporting mechanisms and investigation processes. Survey results inform ongoing program enhancements and governance oversight.

INDEPENDENT ETHICS AND COMPLIANCE PROGRAM ASSESSMENTS

We use independent, third-party assessments to evaluate the maturity and effectiveness of our ethics and compliance program against recognized best practices. In 2025, Milliken was recognized as one of [Ethisphere's World's Most Ethical Companies](#)® for the 19th consecutive year, reflecting third-party recognized performance across governance, ethics, and compliance criteria as compared to global peers.

In addition, we assessed the ethics and compliance program using Gartner's Compliance Score Maturity Assessment, which evaluates key elements of a compliance program—including program effectiveness, risk monitoring, stakeholder engagement, training, communication, and third-party risk management—against benchmark data. While the assessment indicated an overall mature program, the findings inform our targeted enhancements, including strengthening disciplinary processes, training initiatives, and third-party risk management practices.



BUSINESS CONDUCT ACTIONS

CORRUPTION RISK MANAGEMENT

We assess and address corruption and bribery risks through internal controls, process monitoring, and targeted training in coordination with business units, considering our operations, geographical footprint, and interactions with authorities and third parties. Functions and roles assessed as having elevated exposure include procurement and sourcing, supply chain and logistics, sales, government relations and regulatory affairs, and finance functions, particularly where activities involve government interaction, third-party intermediaries, or payment and approval authority.

To mitigate these risks, we provide enhanced, role-based anti-corruption training to associates in higher-risk functions and require adherence to strict approval, reporting, and escalation requirements. Additional controls include segregation of duties within sourcing and financing processes, internal audits and monitoring to reduce the risk of improper payments or undue influence. Third parties acting on Milliken's behalf are subject to due diligence and are expected to comply with equivalent anti-corruption standards.

Suspected corruption or bribery may be reported through our established reporting channels. Through this risk-based approach, we seek to detect, prevent, and respond to corruption and bribery while reinforcing ethical conduct and effective governance across our operations and value chain.

CORRUPTION INVESTIGATION PROCESS

When a corruption matter is reported, our legal department follows Milliken's protocol for highly sensitive internal investigations. The investigators are separate from the chain of management involved, and any implicated party serving in an investigative role is immediately screened or removed from the matter. Once an internal investigation is completed, management is informed of the outcome and given a recommended remediation plan. If the matter is financially material, involves a senior leader, or raises to a certain level of severity, the Ethics and Compliance Steering Committee is apprised throughout the remediation implementation, and if there are material financial implications, the Audit Committee Chair is informed.

POLITICAL INFLUENCE AND LOBBYING

Milliken conducts educational advocacy to inform elected officials globally on the issues that impact our company and associates and to support effective, responsible, and non-partisan policies. This includes engagement with the executive and legislative branches of federal, state, and local governments. We also actively participate in trade associations and organizations in the United States and across the globe, some of which also engage in political advocacy. Our advocacy focuses on topics that impact trade, manufacturing, regulation, and sustainability. All lobbying activities by or on behalf of Milliken comply with applicable laws and regulations and are subject to our Milliken [Code of Conduct](#). Whether we are communicating with government officials, regulators, trade associations, or others, we approach engagements ethically and transparently.

Additionally, we maintain a non-partisan political action committee ("PAC"), which is funded entirely through voluntary contributions from eligible associates. It complies with all applicable federal laws and makes contributions to federal candidates based on consideration of the following principles: reputation of integrity, representation of a state or district with a Milliken facility, position on issues of importance to Milliken, and a leadership position or committee that has outsized impact on policies that impact the company or our associates.

ANIMAL WELFARE PRACTICES

We take actions to minimize the use of animals in testing and to promote alternatives where scientifically and legally feasible. Milliken promotes the development and acceptance of non-animal testing methods with regulatory authorities and integrates alternative approaches into research and development processes where possible. For example, we have used in-silico modeling for several years as a screening tool to identify potential health or environmental concerns, supporting early hazard assessment and reducing reliance on animal testing. We continue to evaluate advancements in science and regulatory acceptance of alternative methods and incorporate these developments into our practices to reduce further animal testing over time.

SUPPLIER MANAGEMENT AND DUE DILIGENCE

We uphold ethical business practices throughout our supply chain including assessing potential and existing suppliers for compliance with our [Code of Conduct](#) and human rights expectations. Our [Third Party Code of Conduct](#) is integrated into our [Global Terms and Conditions of Purchase](#) and acknowledged during onboarding. We disclose additional information on how we manage relationships with our suppliers, including due diligence processes, within the [Suppliers](#) disclosure of the [People](#) section of this report.

PAYMENT PRACTICES

Milliken pays invoices in accordance with purchase order terms, which may vary based on commodity or country-specific marketplace standards. Our standard [Global Terms and Conditions of Purchase](#) states that "payment shall be due within a reasonable time after receipt by Buyer of all Merchandise and all invoices therefor. Seller shall apply each payment by Buyer to the invoices for which such payment is made." We remit payment primarily by ACH once the product order or service has been successfully received and invoiced. We track payment remittances with detailed analytics, and our accounts payable team solves discrepancies in a timely manner.

BUSINESS CONDUCT METRICS AND TARGETS

We monitor a combination of qualitative and quantitative metrics to evaluate the effectiveness of our business conduct policies, controls, and actions. Disclosing multiple metrics allows us to track progress, identify trends, and gain insight into areas where governance practices can be further strengthened. While certain functions or regions may establish internal, time-bound targets based on risk and operational context, the use of multiple indicators supports informed decision-making, improved resource allocation, and strategic planning at the enterprise level.

BUSINESS CONDUCT METRICS

Metric Category	Metric Description	Unit	2023	2024	2025
Ethics Certifications	ISO 27001 Certified Sites ¹	Percentage	100	100	100
Business Ethics Training	Associates Trained	Percentage	100	99.96	99
Corruption and Information Due Diligence	Risky Trading Partners Covered by a Due Diligence Process on Corruption or Information Security	Percentage	100	100	100
Whistleblower/Hotline Metrics ^{2, 3}	Total Reports	Number	141	147	160
	Substantiated Reports	Percentage	53	50	51
	Reports Investigated	Percentage	100	100	100
	Anonymous Reports	Percentage	30	40	35
	Reports per 100 Associates	Rate	2.05	1.8	2.3
	Non-US Reports are all a percentage or rate of the total reports above	Number	17	20	18
Corruption and Bribery	Total Confirmed Incidents	Number	1	0	1
	Convictions and Fines for Violation of Anti-Corruption and Anti-Bribery Laws	Number	0	0	0
	Public Cases Brought Against Company	Number	0	0	0
	Confirmed Incidents in Which Workers Were Dismissed or Disciplined	Number	0	0	0
	Confirmed Incidents Relating to Contracts with Business Partners that Were Terminated or Not Renewed Due to Violations	Number	1	0	1
Information Security	Total Confirmed Incidents	Number	0	0	0
Ethics Assessment Metric	Sites Assessed or Audited Internally on a Specific Business Ethics Issue	Percentage	100	100	100
Legal Proceedings for Late Payments	Total Proceedings	Number	0	0	0

BUSINESS CONDUCT METRICS FOOTNOTES

1. ISO 27001:2002 Information Security Management Systems.

2. Types of concerns: Conflict of interest, cybersecurity/data privacy, discrimination, fraud/false reporting, harassment and bullying, health and safety, retaliation, substance abuse, time theft and pay concerns.

3. Actions taken: increased training, policy review and communication, disciplinary action, job transfers, termination, additional security precautions.

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