



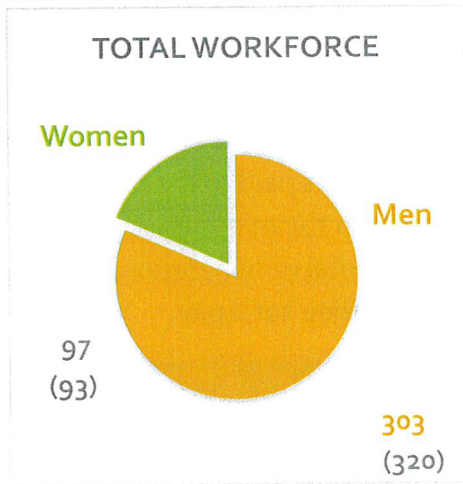
GENDER PAY GAP REPORT 2025

Milliken Industrials Limited ("Milliken") employs 400 UK-based associates which is roughly a 3% decrease in headcount since 2024. The largest proportion of the workforce occupies manufacturing roles, with the remainder working in supportive services and corporate functions. To comply with the Equality Act 2010, we provide an annual Gender Pay Report, which identifies differences between male and female associates based on hourly pay rates and bonuses. The report also includes information on initiatives taken to address any inequality and diversity issues identified.

GENDER PAY GAP SUMMARY

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

GENDER PAY GAP REPORT: 5 APRIL 2025



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

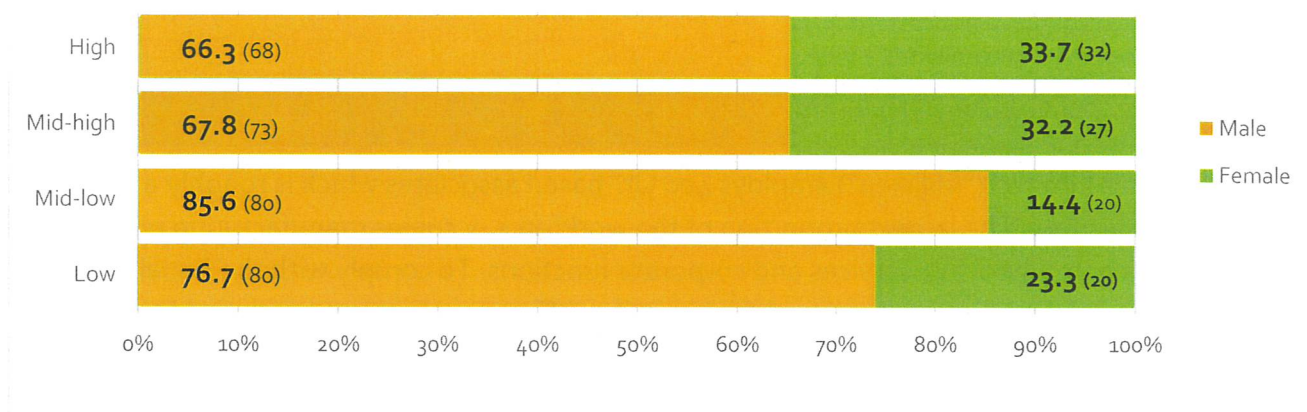
	2020	2021	2022	2023	2024	2025
Mean (Average) gender pay gap	-6.1%	-5.7%	-12.77%	1%	-4%	1.4%
Median gender pay gap	-11.1%	-10.7%	-20.26%	-12.8%	-20.7%	-10.6%

Numbers in brackets are 2024 figures

Since 2024 there has been a reduction in the number of men employed as a proportion of the total workforce. As a result, and for only the second time since we started reporting, this year's figures show a small average pay gap in favour of men at Milliken. The reduction in the number of men in lower paid manufacturing roles has increased the average pay figure for men overall.

SALARY QUARTILE BANDS

Percentage of female and males in each salary quartile band. *Numbers in brackets are 2024 figures.*



The number of women employed at the mid-high and high quartiles remains consistently the largest percentages for women employed. This demonstrates ongoing efforts to achieve a more balanced number of female versus male managers (and senior managers) within Milliken.

BONUS PAYMENTS

Proportion of employees who receive a bonus:



	2020	2021	2022	2023	2024	2025
Mean (Average) bonus gender pay gap	-78.9%	-9.3%	-7.61	-46.2%	-224.7%	-65.3%
Median bonus gender pay gap	-150%	-3.8%	-1.19%	-826.7%	-590.1%	-930.1%

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

CONCLUSIONS AND RECOMMENDATIONS

The small increase in the proportion of women employed within the workforce is encouraging. We continue our efforts to empower and advance women at Milliken. "Women's Alliance", Milliken's women's network, focuses on the development and mentoring of female associates. Milliken strives to be a workplace where both women and men can enjoy a fulfilling and successful career.

The information in this report is accurate as at the snapshot date 5 April 2025.

For **Milliken Industrials Limited**

John Crotty, VP Finance Europe

10th March 2026