



Gender Pay Gap Reporting

Snapshot Date: 5 April 2020

As the world's largest manufacturer of high pressure laminate, Formica is a leading provider of branded, designed surfacing solutions for commercial and residential customers worldwide. In the UK, Formica Limited is required by law to publish an annual report detailing the pay gap between its male and female employees.

A gender pay gap is not the same as an equal pay issue. Equal pay means that men and women performing equal work, or work of equal value, must receive equal pay. We are confident that this is not an issue in our business.

The gender pay gap is a measure of the difference between the average earnings of men and women across our business, regardless of role or seniority.

Hourly Pay Gap

The hourly pay gap shows the difference in the median and mean averages of full time relevant male and female employees at the snapshot date.

In April 2020, a large number of employees were furloughed due to the impact of Covid-19, and are therefore excluded from this data. This has resulted in an apparent significant variance in the hourly pay of full-time relevant male and female employees, which would not have existed in normal circumstances.



Median hourly pay gap: The differences between the midpoints in the ranges of hourly earnings of men and women

Mean hourly pay gap: The difference between the average hourly earnings of men and women

**pay that would have been received if employees had not been furloughed*

Percentage of Women in each Pay Quarter

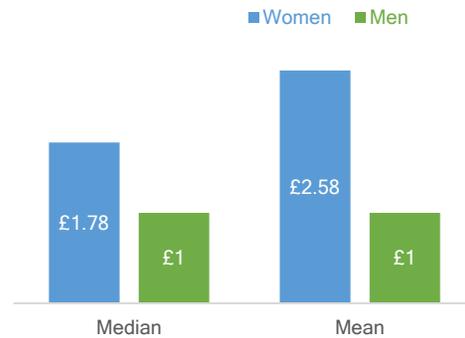
Gender distribution across four equally sized pay quartiles at 5 April 2020



Formica is a manufacturing company and, whilst all opportunities are open equally to male and female applicants, 95% of employees in operations roles (which themselves form around 80% of the business) are male. This compares to non-operations roles in which 55% of employees are female. Again, Covid-19 has impacted the gender distribution at the snapshot date, as those who were furloughed in April 2020 were predominantly male employees in the lower quartile.

Bonus Pay Gap

The bonus pay gap shows the difference in the median and mean averages of bonuses (including long service awards) paid to all male and female employees during the 12-month period ending at the snapshot date. The data is impacted by transitional changes to bonus scheme arrangements during the year which has led to a difference in bonus pay gap compared to the results in previous years.



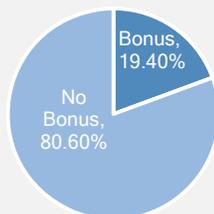
Median bonus pay gap: The differences between the midpoints in the ranges of bonus payments of men and women

Mean bonus pay gap: The difference between the average bonus payments of men and women

Who received bonus pay:

Female Employees

19% of relevant female employees received a bonus payment or long service award



Male Employees

80% of relevant male employees received a bonus payment or long service award



Again, who received a bonus payment is impacted in this reporting year by transitional changes to bonus scheme arrangements.

Managing Director, Martijn van der Zee, confirms that the information is accurate as at the time of publishing.

5 October 2021