



Gender Pay Gap Reporting

Snapshot Date: 5 April 2023

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 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 pay relevant male and female employees at the snapshot date

Median hourly pay gap:

The differences between the midpoints in the ranges of hourly earnings of men and women

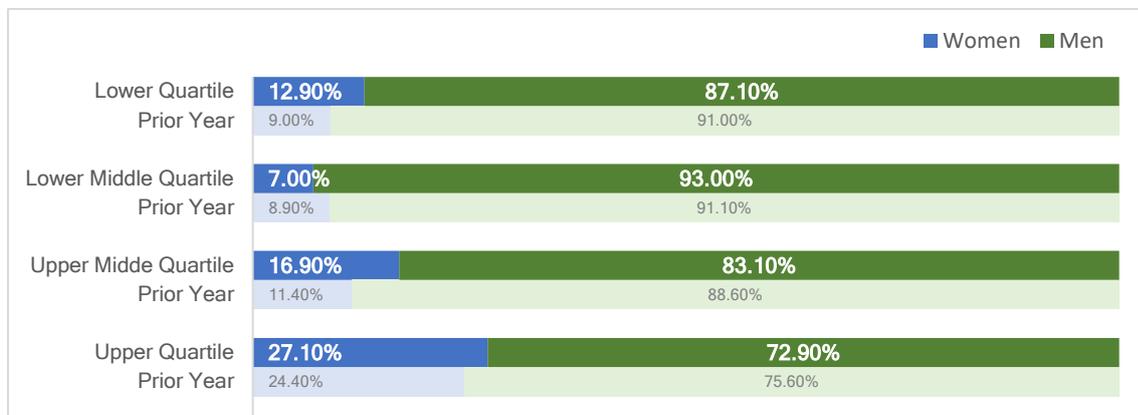
Mean hourly pay gap:

The difference between the average hourly earnings of men and women



Percentage of Women in each Pay Quarter

Gender distribution across four equally sized pay quartiles at 5 April 2023



Formica Limited is a manufacturing company and, whilst all opportunities are open equally to male and female applicants, 93% of employees in operations roles (which themselves form around 75% of the business) are male. This compares to non-operations roles which are more evenly split, with around 45% being female (an increase from 41% last year).

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 current year's results reflect the introduction of new incentive arrangements across the business, for which all employees were eligible.

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

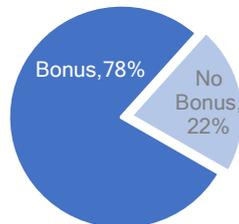
Mean bonus pay gap: *The difference between the average hourly earnings of men and women*



Who received bonus pay:

Female Employees

78% of relevant female employees received a bonus payment or long service award



Male Employees

85% of relevant male employees received a bonus payment or long service award



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

March 2024