

# 2025 Report for Waters Wilmslow

We strive to create a workplace culture that encourages and facilitates inclusion, participation, respect, and equal opportunity for all. Operating in an industry where women are historically underrepresented in STEM (Science, Technology, Engineering, and Maths), gender continues to be a key focus of our diversity initiatives. Waters is committed to fostering a diverse and inclusive workplace that is representative of the societies we live in. Our approach to Diversity, Equity, and Inclusion (DEI) is designed to shift mindsets, foster inclusive behaviours, and encourage increased representation of employees with diverse backgrounds.

Our gender pay report for Micromass UK Ltd (Waters), our subsidiary at Wilmslow, Cheshire, UK includes the percentage difference amongst its employees, between men’s average hourly pay, and women’s average hourly pay.

## WHAT DOES THE DATA TELL US?

Since reporting commenced, we have continued to make progress in some areas but, like many companies in STEM-related industries, still recognize there is much more to do. Our mean pay gap has reduced from 9.9% to 4.5% while our median pay gap has also decreased from 7.9% to 6.2%. If we exclude Executive roles, our mean pay gap reduces to 2.7%.

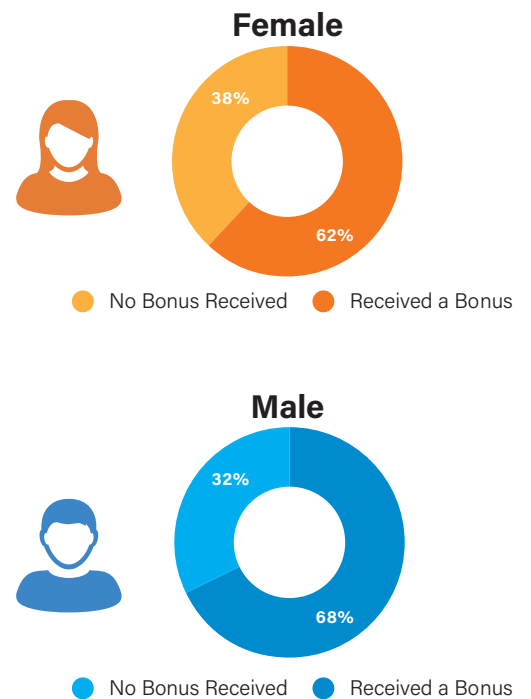
Our gender composition is 24% women and as our organization comprises roles mainly in STEM, our gender pay gap is caused by under-representation of women in STEM and senior leadership roles. This imbalance of women in senior technical roles continues to have an impact on our pay gap and is an area of focus for us.

## PAY AND BONUS GAP

We have a mean gender pay gap of 4.5% and a median gender pay gap of 6.2% which is lower than the national median gender pay gap of 12.8% (UK office for National Statistics). The table also captures the mean and median difference between bonuses paid to men and women in the year up to 5th April 2025. Our report shows 68% of men and 62% of women received a bonus.

All employees across the organization are eligible for a performance bonus. For those in senior roles the performance bonus includes both annual and long-term incentives. As common in market practice, the bonus awards for those senior staff therefore typically represent a much higher figure than those in more junior roles. Due to limited representation of women amongst that senior group (a matter which is an area of focus for us), the bonus gap is larger than it would be if we were only comparing bonuses for staff at more junior levels. The mean bonus pay for men was 20.1% higher than that of women and the median bonus pay was 17.7% higher.

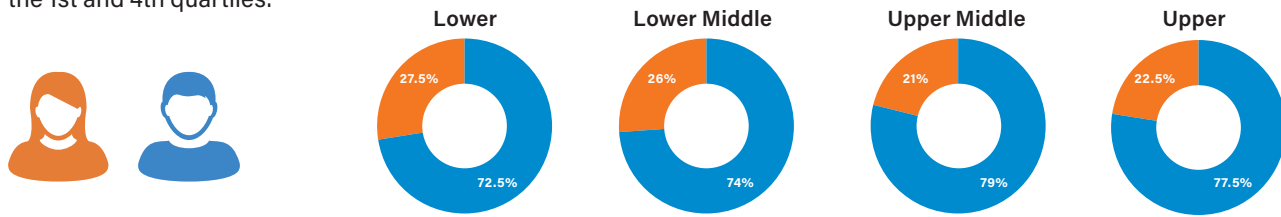
Proportion of employees receiving a bonus



Difference between men and women	Mean	Median
Gender Pay Gap	4.5%	6.2%
Gender Bonus Gap	20.1%	17.7%

## PAY QUARTILES

This illustrates our gender distribution across four equally sized quartiles. We saw a positive shift in the proportion of women in the 1st and 4th quartiles.



## OUR GENDER DIVERSITY AND INCLUSION PLANS

We remain committed to our global corporate gender diversity initiative sponsored by our Executive Committee and celebrate and champion diversity by supporting and working alongside our five employee circles (Women, Pride, People of Colour, Veterans and Disability) to create and maintain a truly diverse, equitable and inclusive environment where all employees can thrive. Our Women's Circle held various events focused on taking action to advance career growth and support emotional and physical wellbeing. We hosted a workshop for International Women's Day where employees learned about actions to accelerate their individual development, tied to our global career pathing initiative. In addition, we hosted menopause awareness events for women and managers to provide information, support, and connection. All of these further our goal to ensure we are building an inclusive environment in the workplace.

At Waters, we also prioritize providing access to STEM for high school students through our Waters Student Academy. In 2025, we held two one-day events in our Wilmslow site, reaching over 80 students and providing access and exposure to our organization and work.

We regularly review our recruitment approach, using data-driven INSIGHTs to guide positive action, broaden the diversity of our talent pool, and ensure our practices remain inclusive. In 2025, we partnered with FairyGodBoss, creating a company profile to promote our vacancies and engage with its large community of women job seekers. We have worked with Vercida, an organisation dedicated to helping employers create positive, inclusive working environments and supporting candidates seeking roles within truly equal opportunities workplaces.

We attended the STEM Women graduate fair in Spring of 2025 and continue to partner with them to continue our goal of building a more diverse pipeline. We continue to work closely with external partners to understand better ways to truly support the development of diverse talent within Waters and to encourage the participation of girls and young women in Science, Technology, Engineering, and Maths education thereby increasing our recruitment pool.

## DECLARATION

I confirm that the information set out in this report as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 is accurate.

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