

Unlocking the Potential of Science by Solving Problems That Matter

2023 Environmental, Social, and Governance Report

Waters™



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Waters is committed to
unlocking the potential
to improve the world in
everything we do.

A Message from Dr. Udit Batra

At Waters, we are driven to solve some of the most difficult problems in the world, ensuring we leave the world better than we found it. I am proud of the progress we have made in caring for our people, our communities, and the planet, and as always, we are committed to constantly striving to be better and to do more.

Solving difficult problems globally requires diverse teams and an inclusive environment where individual voices are heard and perspectives are valued. To cultivate this culture, we create programs and initiatives that help us become more representative of the society in which we live. Since 2022, our Waters Student Academy program and curriculum have reached over 300 students, many of whom are from underrepresented communities. Our global internship program included over 150 undergraduate and graduate students from around the world, of which 45% were women. At Waters, we have also increased the share of women who are Senior Directors and above to 34%, a 12-percentage point increase since 2017.

We always strive to give more than we take from our environment. We have cut our Scope 1 and 2 emissions by 27% since 2016, making strong progress on our goal to reduce emissions by 35% by 2025. We have increased our renewable energy use and achieved approximately 77% of our electricity sourced from renewable and/or low-carbon sources in 2022. Our new Precision Manufacturing Facility in Taunton, Massachusetts was the first Leadership in Energy and Environmental Design (LEED) Certified

chemical manufacturing facility in the state. We are also designing new instruments to be more energy efficient and to have a smaller footprint. Waters Xevo TQ Absolute Mass Spectrometer consumes roughly half the energy and nitrogen and generates half the heat, reducing the environmental impact of our customers' labs.

Lastly, we remain committed to ongoing governance and effective oversight. At Waters, we continuously engage with our Board on enterprise risks to the business, and we are advancing our disclosures. For the first time, this year's report contains our Task Force on Climate-related Financial Disclosures (TCFD) communicating our risk management and progress.

I am incredibly proud of our employees for their hard work and dedication to supporting our sustainability initiatives. I am confident that together, we will leave the world better than we found it.

Sincerely,



Dr. Udit Batra
President & Chief Executive Officer
Waters Corporation



DR. UDIT BATRA

President & Chief Executive Officer

About Waters

Waters Corporation, a global leader in analytical instruments, consumables, and software, has pioneered innovations in chromatography, mass spectrometry, and thermal analysis serving the life, materials, and food sciences for more than 60 years.

Whether it's discovering new pharmaceuticals, ensuring the safety of the world's food and water supplies, or the quality of products used by millions of people every day, we are constantly working with our thousands of customers to solve problems that matter.

About This Report

This report highlights Waters Corporation's commitment to advancing sustainability at our organization and for our stakeholders. Unless otherwise stated, this report covers Waters™ performance in 2022. This report reflects feedback received from our customers, employees, investors, and other key stakeholders. We report using the Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD), and Global Reporting Initiative (GRI) standards.



HEADQUARTERED IN
MILFORD, MA



14 MANUFACTURING
FACILITIES



OPERATING DIRECTLY
IN MORE THAN 35
COUNTRIES WORLDWIDE



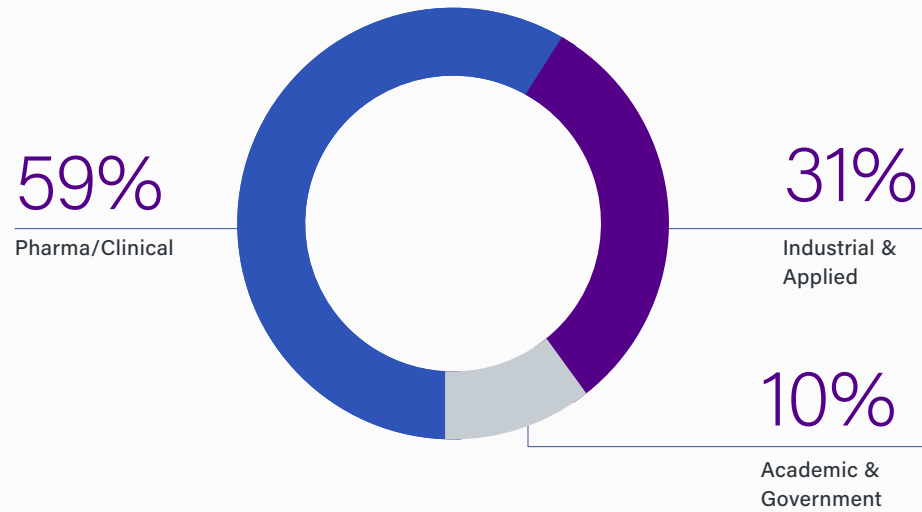
APPROXIMATELY
8,000 EMPLOYEES



\$3.0B IN REVENUE
IN 2022

For more information on our locations, strategy, and financial results, visit [Waters.com](https://www.waters.com) and read our latest [Annual Report](#) and [Proxy Statement](#).

OUR MARKETS



Pharma/Clinical

Pharma: Late-stage development and QA/QC applications linked to global manufacturing volume; growth in new small molecules, biologics and novel modalities; outsourcing

Clinical: Early disease detection; volume of specialized multiplex testing

Industrial & Applied


Food and Environment: Testing to ensure safety of food, water, and environmental health (including *per- and polyfluoroalkyl substances* (PFAS) testing), population growth

Materials: Battery testing; sustainable polymers

Academic & Government

Government funding, biomedical research





OUR APPROACH TO ESG

We believe
sustainable thinking
inspires innovation
and excellence



We believe that a sustainability mindset is part of everyone's job and strive to integrate sustainable thinking and practice into our strategy, operations, and products to help inspire innovation and contribute to operational excellence.

Our guiding principle is to leave the world better than we found it and our ESG strategy is grounded in this principle. It informs everything from how we think about our energy use or packaging materials to how we support and develop our employees and give back to our local and global community.

Our ESG priorities are based on a materiality assessment most recently updated in 2021. This assessment was guided by frameworks and initiatives, including SASB and GRI. We gathered input from employees, customers, investors, and suppliers and involved a third party, who assessed and verified the results, as well as provided ranking according to a materiality matrix. Senior management then reviewed the results and helped refine and focus our approach to ESG and sustainability topics. We expect to conduct further materiality analysis in future years on an as-needed basis.

OUR GOALS AND PERFORMANCE

PILLARS	GOALS	2022 PROGRESS
<p>ENVIRONMENT</p> <p>We are committed to reducing our most significant environmental impacts.</p>	<ul style="list-style-type: none"> Reduce GHG emissions by 35% by 2025 from a 2016 baseline Reduce waste to landfill by 50% by 2025 from 2019 baseline; zero waste to landfill by 2030 Decrease water use intensity by 2025 from 2019 baseline 	<ul style="list-style-type: none"> 27% decrease in Scope 1 & 2 emissions since 2016 Approximately 33% increase in renewable energy use since 2021 with approximately 77% of our electricity coming from renewable and/or low-carbon sources as of December 31, 2022 8.5% reduction in non-hazardous waste since 2016 90% waste diverted from landfill in 2022 25% reduction in water use intensity below our 2019 baseline
<p>SOCIAL</p> <p>We are committed to becoming more representative of the society we live in.</p>	<ul style="list-style-type: none"> Increase % of women in leadership (YOY) Increase % of Black and Latinx employees (YOY) Increase number of students exposed to, and Waters volunteers engaged in, STEM education in the community (YOY) 	<ul style="list-style-type: none"> Increased to 34% in 2022 the global number of women at the Senior Director level and above, a 12-percentage point increase from 2017 23% of our U.S. workforce is racially and/or ethnically diverse, with increases in both our Black and Latinx populations since 2021 Brought Waters Student Academy (WSA) curriculum to schools and nonprofits, educating over 300 students since 2022; Increased number of WSA summer interns from 15 in 2022 to 36 in 2023
<p>GOVERNANCE</p> <p>We are committed to enhancing long-term stakeholder value with good governance and effective oversight.</p>	<ul style="list-style-type: none"> Have active Board oversight of enterprise risk management Deliver robust ethics and compliance program Provide disclosures in accordance with, SASB, TCFD, and GRI 	<ul style="list-style-type: none"> Sustained and robust engagement with the Board on ERM issues Continued global delivery of policies and training on core ethics and compliance topics Included TCFD disclosure in 2023 ESG Report



Waters ESG Materiality Topics and Alignment with UN Sustainable Development Goals

Waters recognizes the importance of the United Nations 2030 Agenda for Sustainable Development and aims to support its relevant Sustainable Development Goals (SDGs) through our focus on leaving the world better than we found it. We have aligned our sustainability pillars and material topics to the relevant goals.



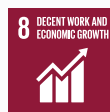
ENVIRONMENT

- GHG Emissions and Energy
- Water Management
- Waste Management
- Sustainable Supply Chain Management
- Environmental Impact of Products



SOCIAL

- Diversity, Equity, and Inclusion
- STEM Education
- Philanthropy



GOVERNANCE

- Compliance and Ethics
- Customer Data Privacy
- Information Security

Awards

We are proud to be recognized by many influential organizations as industry leaders making critical advancements that benefit our customers, employees, and society. See our Awards page on [Waters.com](https://www.waters.com) for more information.

2023 RECEIVED TO DATE*

- EcoVadis Silver Medal (Top 25 percent)
- *Newsweek*: America's Most Responsible Companies 2023
- *Barron's* 100 Most Sustainable Companies
- *Fortune* Modern Board 25: Waters Named to Top 25
- *Forbes* Global 2000
- *U.S. News and World Report*, Best Companies to Work For 2023-2024
- *USA Today*: America's Climate Leaders 2023
- Eos Foundation's Women's Power Gap
- 2023 Biobase New Leaf Award - China

2022

- *Newsweek*: America's Most Responsible Companies 2022
- *Barron's* 100 Most Sustainable Companies 2022
- Human Rights Campaign: "Best Place to Work for LGBTQ+ Equality" Corporate Equality Index 2022
- Dow Jones Corporate Sustainability Index 2022
- *Forbes*: The World's Top Female-Friendly Companies
- MassEcon Economic Impact Award
- Global Health & Pharma BioTech Awards
- *Worcester Business Journal*: Central Mass Manufacturing Awards
- The Medicine Maker Innovation Awards
- SelectScience: Choice Awards
- Wiley Analytical Science Award
- Scandinavian Business Awards 2022

*As of publishing of this report

SOLVING PROBLEMS THAT MATTER

At our core, Waters
uses science to
improve human health
and well-being.

Our business strategy is fundamentally aligned with helping people live healthier, safer lives. We make sure medicines and vaccines are safe, our food and water is pure, our car batteries do not catch fire, and the materials used in products contribute to a sustainable future. We do this through continuing to strengthen our relationships with our customers, who trust our simple, yet powerful, analytical instruments and informatics to produce compliant data for regulators.





CASE STUDY

Detecting and Removing “Forever Chemicals” From Our Environment

Waters offers specialized equipment and services to help our customers detect PFAS substances, which can have concerning effects on human health. Frequently referred to as “forever chemicals,” they have been found in drinking water, the environment, and our food. It is estimated that 97% of the U.S. population has PFAS in their blood,¹ and it has been shown that certain PFAS compounds can lead to negative impacts including decreased antibody response and increased risk of kidney cancer.²

Testing:

Waters analytical technology and software provides the sensitivity and specificity needed to confidently screen and accurately measure PFAS compounds in a variety of samples, such as water, air, soil, food, and consumer products.

Waters is focused on technology including:

- Sample preparation
- Liquid chromatography instruments
- Separation columns
- Tandem quadrupole mass spectrometry
- Quadrupole time of flight mass spectrometry

The advanced sensitivity of our XEVO™ TQ Absolute mass spectrometer and ease of deployment delivers quick, highly accurate results.

Accreditation:

Waters ERA™ portfolio is an established leader in the environmental testing accreditation market. Waters supports regulatory reporting to government agencies by building out programs for proficiency testing along with certified reference materials that are critical for laboratories to gain PFAS testing accreditation.

¹ Lewis RC, Johns LE, Meeker JD. 2015. Serum Biomarkers of Exposure to Perfluoroalkyl Substances in Relation to Serum Testosterone and Measures of Thyroid Function among Adults and Adolescents from NHANES 2011–2012. *Int J Environ Res Public Health*. 12(6): 6098–6114

² National Academies of Sciences, Engineering, and Medicine. 2022. *Guidance on PFAS Exposure, Testing, and Clinical Follow-Up*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/26156>



CASE STUDY

Revolutionizing Early Detection of Breast Cancer from Fingertip Smears

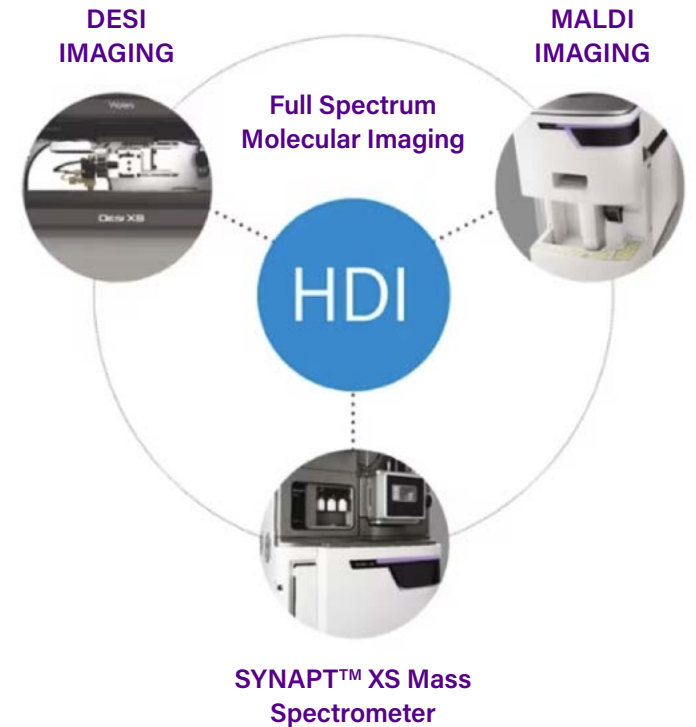
Waters MALDI MS detection and artificial intelligence shows potential to be used as a non-invasive method for the early detection of breast cancer from fingertip smears, according to research conducted by Sheffield Hallam University's Centre for Mass Spectrometry Imaging.¹ Breast cancer diagnosis is currently made through mammography and confirmed by core needle biopsy, which can be invasive and painful. The ability to confirm the diagnosis non-invasively could prevent patients from undergoing these painful tests, as well as contribute to saving lives due to early intervention.

Cutting-Edge Cancer Screening:

Waters Mass Spectrometry Imaging (MSI) instrumentation has the potential to serve as the foundation of a novel cancer-screening method, according to a recently published proof-of-concept study by Professor Simona Francese. Waters MSI equipment may be especially useful to women below 40 years of age, for whom a tissue diagnosis may be challenging.

Non-Invasive Testing Opportunities in Other Medical Research Fields:

Researchers have been using Waters technology to provide new insights into their work, including in the investigation of ocular disease and unravelling the mysteries of Long COVID.



¹ Russo, C., Wyld, L., Da Costa Aubreu, M., Bury, C. S., Heaton, C., Cole, L. M., & Francese, S. (2023). Non-invasive screening of breast cancer from fingertip smears-a proof of concept study. *Scientific reports*, 13(1), 1868. <https://doi.org/10.1038/s41598-023-29036-7>



CASE STUDY

Improving Efficiency for Battery Manufacturing



Waters is developing new ways to improve the efficiency and safety of batteries.

As the world adopts more electric vehicles and renewable energy with backup storage, it is important that the lithium-ion batteries that these utilize deliver the necessary consistently high level of performance and safety.

Electrode manufacturing is a critical part in the battery. Incoming material quantification and slurry characterization help to improve manufacturing efficiency. It involves mixing active materials, binder, and conductive additive into a slurry (materials mixed in an organic solvent), then coating and drying it on the current collector. Rheological evaluation of battery slurries is one of the best techniques for evaluating raw materials, slurry stability, and processability when optimizing the electrode manufacturing process.

Dry battery electrode (DBE) processing is next on the battery industry development front to eliminate the use of solvent and reduce cost of manufacturing. The challenges of converting powder into thin films requires understanding the adhesive mechanisms, dry mixing, and scaling-up processes. Our powder rheology solution measures powder cohesive properties, yield strength, flowability, and compressibility, which provides insights into powder processing that can aid in overall manufacturing efficiency and waste reduction.

Waters continually supports researchers developing novel battery electrodes. Improving manufacturing processing conditions supports producing uniform electrodes with the correct electrical performance.

ENVIRONMENT

Reducing our environmental impacts



Waters is committed to understanding and reducing our largest environmental impacts. Through company-wide strategic analysis and facilities-level initiatives, we are making progress on our goals to reduce our resource usage and emissions across our value chain.

ENVIRONMENTAL GOALS



Reduce GHG emissions 35% by 2025 from a 2016 baseline



Reduce waste to landfill 50% by 2025 from a 2019 baseline and zero waste to landfill by 2030



Decrease water use intensity by 2025 from a 2019 baseline



Advancing Product Sustainability

We recognize the importance of designing our products to be more efficient. Focused on product use energy consumption and greenhouse gas emissions, we seek to understand and consider the use phase impact as we recognize this is an important consideration for our customers.

Examples of our products supporting customer sustainability goals include:

- Xevo TQ Absolute Mass Spectrometer consumes roughly half the energy and nitrogen, and generates approximately half the heat, of other comparable instruments. This allows laboratories to consume less energy for power and air conditioning, lowering both cost of ownership and environmental impact.
- ACQUITY™ UPLC™ instruments use approximately 80% less solvent and 35% less electricity on a per-sample basis than traditional HPLC instruments. In general, advances in liquid chromatography technologies allow our customers to process smaller samples with less solvent, reducing the energy consumption of our products on a per-sample basis.
- The Alliance™ iS HPLC system reduces common user errors by up to 40% based on our internal testing. This reduces the amount of rework in laboratories, resulting in a dramatic reduction in solvent usage and power usage.
- At our TA Instruments™ division, we have implemented a lifecycle assessment requirement during the design stage of new products to assess their potential environmental impact.

For product manufacturing, we seek to use more sustainable materials. For example, our newest column products use 100% recycled and/or recyclable packaging materials.

At the end of the products' life, Waters takes back instruments as part of our FlexUp™ Technology Renewal program. We can also provide our customers with local contacts that can support them with the responsible handling and destruction of end-of-life instruments. End-of-life instruments and components returned to Waters are dismantled and responsibly recycled and/or disposed of by a third-party vendor. In some cases, products and field-replaceable subassemblies returned to Waters are refurbished, whereupon they are resold, donated, used as demo units, or used in one of Waters in-house laboratories.

Reducing Packaging Materials

We continue to make design changes that reduce the size and weight of our product packaging, as well as to increase our use of sustainable packaging materials. Through redesigning our packing, we are reducing shipping weight and increasing the number of units that can fit in a shipping container, which both saves money and avoids related emissions. We have taken steps to modify packaging design processes to eliminate practices that would preclude the recycling of otherwise recyclable materials, such as gluing together non-like materials.



Environmental Management

Waters is committed to the success of our Environmental Management System and has established programs to minimize our operational environmental footprint and to comply with environmental regulations. Our environmental management practices cover production facilities, product design, product manufacturing, services rendered, waste management, and informs our logistical operations and relationships with third-party suppliers, service providers, contractors, and business partners. Waters executive management team has responsibility for the administration and implementation of our environmental management policy, including ensuring compliance with relevant environmental laws, training employees, setting targets and objectives, and improving overall environmental performance over time.

Waters maintains ISO 14001 Environmental Management System (EMS) certification at four of our manufacturing facilities: Milford, Massachusetts (our headquarters and largest facility); Taunton, Massachusetts; Wexford, Ireland; and Wilmslow, U.K. The EMS sets forth our commitment to being good stewards of the communities where we operate and to actively protecting the environment by pursuing pollution prevention, waste reduction, and the conservation of natural resources throughout our operations.

To ensure a successful implementation of a reliable and robust Environmental Management System and policy, we provide job-specific environmental compliance and awareness training to relevant employees on issues such as proper materials handling and disposal and understanding the impacts of work activities on the environment. To communicate on our environmental progress internally and externally, we publish our annual ESG report.

Waters maintains a structured, risk-based health, safety, and environment compliance audit program. As part of our ISO 14001 certification process, relevant facilities undertake an independent external audit. Additionally, we conduct internal audits and verifications of facilities with our own internal specialists. If an issue is identified, we have a corrective-actions process to identify the cause and to implement lessons learned to achieve continuous improvement.

Although we have not identified biodiversity as a material issue for our company, we take action to support local flora and fauna. For example, a population of Common Pipistrelle bats resided in a building that formerly stood on the site now occupied by Waters facility in Wilmslow, U.K. Waters constructed a standalone house on the grounds of the facility as a habitat for the bats and maintains the structure on an ongoing basis.



Energy Use and Greenhouse Gas Emissions

Reducing energy use and greenhouse gas emissions are a priority for our sustainability program. We have cut our GHG emissions 27% since 2016, making strong progress on our goal to reduce emissions 35% by 2025. Our Scope 1 and 2 reduction goal was chosen in consideration of science-based targets (SBTs) intended to contribute to limiting global temperature rise, consistent with a 2°C climate change goal as specified in the Paris Agreement. We are currently exploring a 1.5°C SBT goal.

Our roadmap to reduce our emissions includes:

- **Renewable energy** – We are procuring renewable energy certificates (RECs) and investigating opportunities to install renewable energy, such as solar panels. Approximately 77% of our electricity use is covered by RECs; our facility in Huellhorst, Germany, utilizes on-site solar panels.
- **Electric and hybrid fleet vehicles** – Starting with our EMEA service fleet, we are replacing gas-powered vehicles as current leases expire. At the end of 2022, approximately 40% of our EMEA fleet was comprised of battery electric vehicles or plug-in hybrid electric vehicles. We anticipate that by the end of 2023 60% of our EMEA vehicles will be fully electric or hybrid, and by the end of 2025, we expect that 95% will be fully electric or hybrid.
- **Operational and facilities efficiency** – We seek opportunities to reduce our energy use and have made major investments to improve the resource-use efficiency of our facilities. For example, our facility in Wilmslow, U.K., achieved a BREEAM rating of Very Good, and our new manufacturing site being built at Longbridge, U.K., is expected to also achieve a BREEAM rating of Very Good. Our facility in Taunton, Massachusetts, is LEED certified and was the first LEED-certified chemical manufacturing facility in Massachusetts and among a small number of LEED-certified industrial manufacturing projects in the U.S.

ENERGY USE BY SOURCE (MWH)

	2016	2017	2018	2019	2020	2021	2022
Stationary Combustion	Heating Oil	1,967	1,550	0	20	0	0
	Natural Gas	29,659	31,139	33,305	33,754	29,771	39,992
	Diesel Backup	18	42	34	40	141	176
Vehicle Fuels	Diesel	3,359	4,061	3,338	3,261	2,119	2,082
	Gasoline	21,000	20,051	21,583	19,499	13,887	17,221
Indirect Energy	District Heating	56	41	31	0	0	0
	Electricity	55,699	55,497	56,828	58,518	58,815	62,525
Total Energy Consumption	111,758	112,381	115,119	115,092	104,733	121,996	123,882
Revenue (millions USD)	2,167	2,309	2,420	2,406	2,365	2,786	2,972
Energy/Revenue (MWh/\$m)	51.6	48.7	47.6	47.8	44.3	43.8	41.7

Note: We report emissions data for all primary facilities as defined in our 10-K, as well as our largest international field locations. These 25 facilities represent approximately 70% of our real estate footprint and 100% of our manufacturing operations. As a result, the quantitative environmental indicators provided in this report, including those provided above, have an 80%+ coverage of our business operations.

SCOPE 3

Scope 3 Category	Metric tons CO ₂ e
1. Purchased Goods and Services	44,000
3. Fuel and Energy Activities (Not Included in Scope 1 or 2)	4,871
5. Waste Generated in Operations	190
6. Business Travel	7,961
7. Employee Commutes	12,750
TOTAL	69,772



Certain HVAC equipment at our facilities use refrigerants for climate control purposes, but the refrigerant does not escape under normal operating conditions. Additionally, a small number of chillers sold by our TA Instruments division use R-22 (HCFC-22 refrigerant). We also manufacture and sell environmental reference standards that environmental laboratories use when testing for the presence of ozone-depleting substances.

We estimate certain indirect Scope 3 GHG emissions, which are calculated in accordance with methods outlined by the GHG Protocol. We are working to expand our tracking and disclosure of Scope 3 emissions over time.

Waste Management and Recycling

Waters is committed to monitoring, reducing, and responsibly disposing of waste, including hazardous waste. We actively work to decrease waste sent to landfills and to increase waste diverted to recycling.

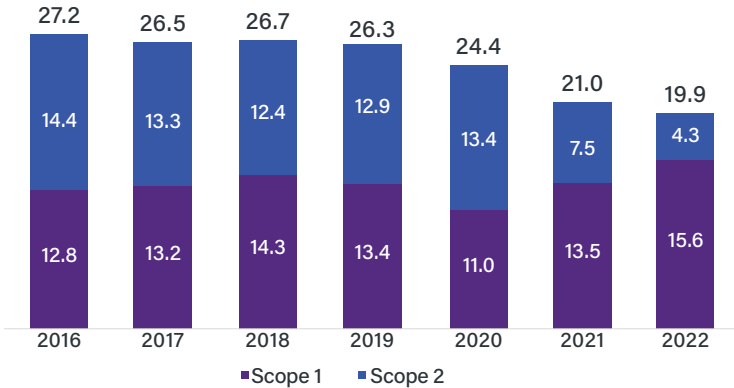
Waters primary sources of non-hazardous waste are general office waste, single-stream recycling, food waste, scrap from manufacturing processes and end-of-life products, and e-waste. Our primary sources of hazardous waste are chemicals used in our laboratories and manufacturing processes. Initiatives to reduce hazardous waste include a new on-site hazardous waste treatment system in Taunton that will enable recovery of organic solvents and reduce the amount of organic and aqueous waste that is shipped offsite by 50%.

Water Use and Effluents

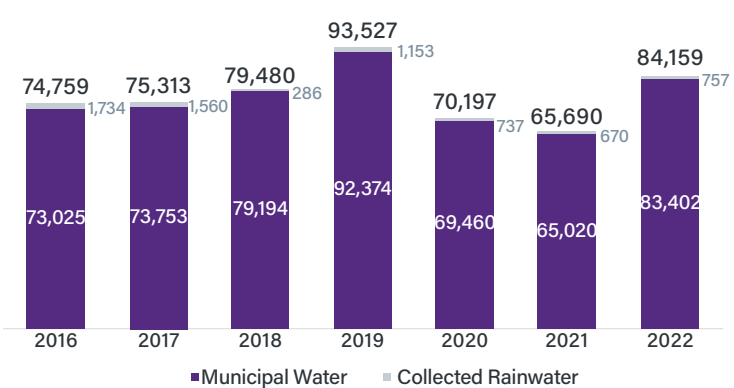
We are committed to understanding and reducing our water use. Water consumption is driven by manufacturing activities and general facilities use. Water used by the company is primarily drawn from municipal water sources; we have facilities in England, India, and Malaysia that use groundwater and/or collected rainwater.

Through more efficient equipment and processes, our Taunton, Massachusetts, facility uses substantially less water per dollar of inventory manufactured than the facility it replaced. In addition, we have installed low-flow and water-free plumbing fixtures throughout our headquarters and largest facility in Milford, Massachusetts. Our facilities in Taunton and Wilmslow use “gray water” for plumbing fixtures.

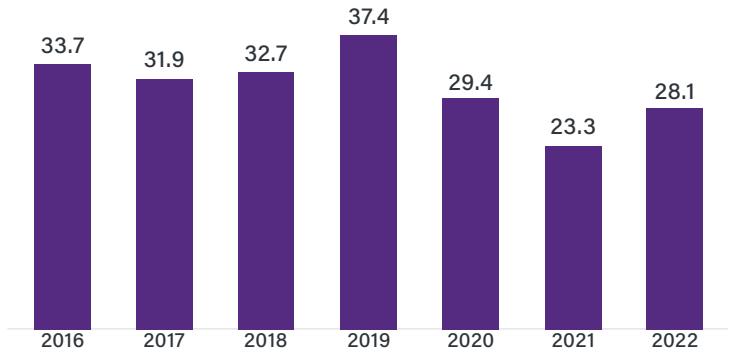
**SCOPE 1+2 GHG:
METRIC TONS CO₂E X1000**



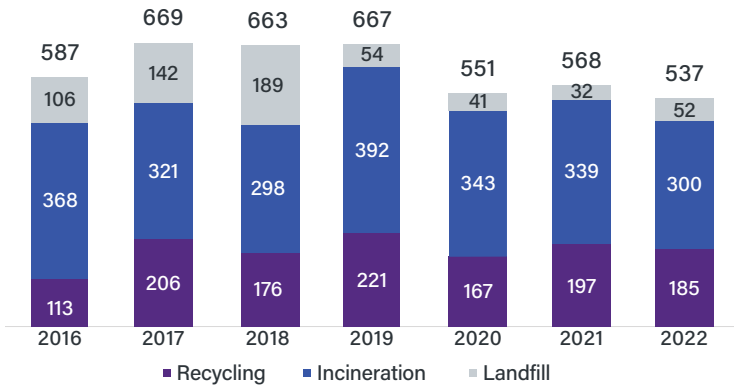
**WATER WITHDRAWAL
(CUBIC METERS)**



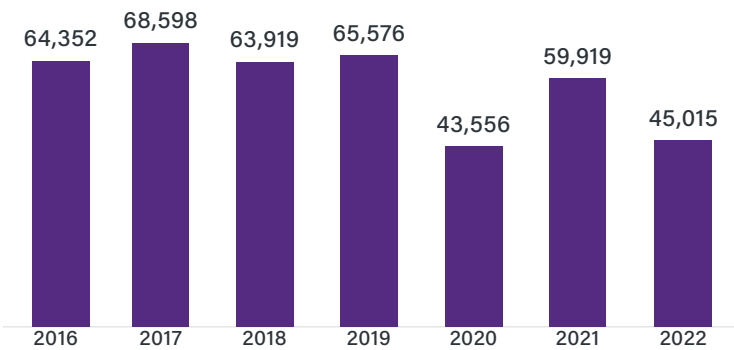
**MUNICIPAL WATER WITHDRAWAL INTENSITY
(CUBIC METERS PER \$M REVENUE)**



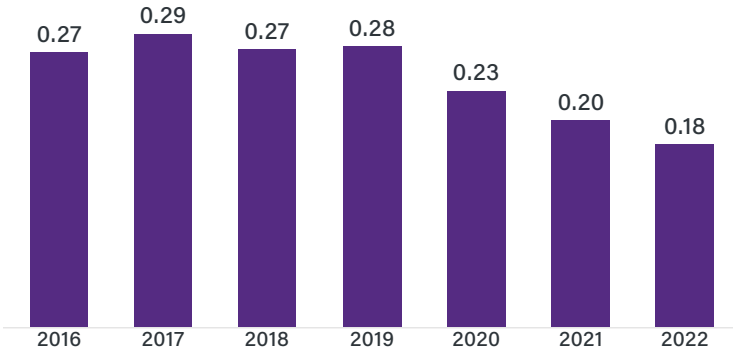
**NON-HAZARDOUS WASTE FROM MAJOR SITES
(METRIC TONS)**



WATER DISCHARGED TO SEWER



**NON-HAZARDOUS WASTE INTENSITY
(METRIC TONS PER \$M REVENUE)**



Note: Our waste reporting includes our six largest owned sites, which represent 62% of our real estate footprint: Milford and Taunton, Massachusetts; New Castle, Delaware; Wilmslow and Solihull, U.K.; and Wexford, Ireland. Many of our leased sites are in shared facilities where facilities management companies coordinate waste disposal on behalf of tenants. This limits our visibility into the disposal of waste. We are working to expand our measurement capabilities over time.

Note: Our water reporting includes the largest Waters owned manufacturing sites, which represent approximately 62% of our real estate footprint, and 92% of the water consumed at all Waters-operated manufacturing sites.

SOCIAL IMPACT

Fostering an inclusive workplace



SOCIAL IMPACT

Our people create the Waters difference. We consider our ability to attract and retain diverse team members one of the key success factors of our business. We seek to become more representative of the society we live in, to create a workplace where all employees can thrive, and to build a stronger and more diverse employee pipeline through community engagement and targeted philanthropy programs.

SOCIAL GOALS



Increase % of women in leadership (YOY)



Increase % of Black and Latinx employees (YOY)



Increase number of students exposed to, and Waters volunteers engaged in, STEM education in the community (YOY)

Talent Recruitment

We know that our people are paramount in enabling us to solve problems that matter. Our goal is to attract diverse and talented employees who are essential to the continued success of the company.

Investing in Our Talent Pipeline

Waters is actively helping to build a strong diverse talent pipeline by sponsoring programs and initiatives that promote STEM education for elementary school through high school and college students, with a special focus on students of color and young women.

Campus Partnerships

We partner with universities across the globe to promote career opportunities to young people, targeting those historically underrepresented in STEM, specifically women and students of color. Some examples of relationships include University of Manchester, University of Transylvania, Dublin University, Indian Institute of Technology in Chennai, Princeton University, and Northeastern University.

Global Internships

In 2022, we hosted our first enterprise-level internship program globally. We were joined by more than 150 interns across eight countries. These internships provided graduate and undergraduate students with supportive, engaging, and beneficial experiences while building campus partnerships and pipelines of diverse talent. Our first intern class was made up of 45% women, 7% Black interns, and 7% Latinx interns. Following the program, we hired approximately 15% of these interns as full-time or temporary employees.

Additionally, the Production Team in our TA Instruments division created a cooperative employment program with a local vocational high school. As part of the program, students take high school courses in the morning, then work assembling and testing products in the afternoon to get hands-on experience in manufacturing and engineering.

Waters Student Academy

In early 2022, we formalized and expanded the [Waters Student Academy](#) (WSA) to foster hands-on learning and engagement with historically underrepresented high school students, following a successful pilot program. In 2022, WSA invited students from three local schools to participate in an immersive summer internship program that combined mentoring, education, business, and science components with a goal of sparking students' interests in STEM learning and career opportunities. As a result of this program, many of the students expressed a desire to continue exploring different areas of science and potential careers in STEM. [In 2023](#), we also expanded our program outside the U.S. to Wilmslow, U.K., to provide the same hands-on experiences.

Partnerships to Advance Recruitment

We value the global third parties we work with to promote STEM careers and the opportunities Waters offers. This includes targeting European university career websites to promote STEM careers, promoting Waters inclusive culture and targeting historically underrepresented communities with information about the company and careers. Some of the parties we work with are Out in Tech, JobTeaser, Stonewall, Wise, and Hackajob.



Compensation and Benefits

Our Total Rewards programs are designed to attract, reward, and retain a highly qualified and globally diverse workforce. While our benefits specifics vary by country due to legislative and cultural differences, they all aim to help our employees achieve success at work and beyond and to realize the goals of a rewarding career, a healthy life, and a bright future.

Our bonus, long term incentive, and recognition programs emphasize our commitment to a performance oriented culture by ensuring that our highest performing team members are appropriately compensated.

In 2022, we conducted an in depth review of modern Diversity, Equity, and Inclusion (DEI) trends and initiatives to identify and address any gaps in our benefits worldwide. Examples of areas of focus were access to care and coverage spanning our health and risk programs, time off and leaves, work flexibility, and retirement savings programs. Following the review, we addressed the actionable gaps we identified by making enhancements to the benefits offered in those countries and for those programs, where attainable. We aim to continue actioning against the items identified.

In 2022, we expanded our global well being platform and programming to seven additional countries outside of the United States: Canada, Brazil, France, Germany, Mexico, Puerto Rico, and Romania. We are proud to report that 50% of our total workforce now benefits from this added coverage.



REWARDS AND FINANCIAL

- Competitive compensation package
- Retirement Pension and Savings programs, including company contributions where applicable
- Employee Stock Purchase Program (available to a majority of our global employees)
- Risk insurance, including life insurance, accident insurance, disability protection, global business travel accident insurance
- Voluntary and supplemental benefit programs, where applicable
- Paid time off
- Education and tuition reimbursement, where applicable for regular full time and part time (>24 hours/week)
- Parental and Family Care Leaves, where applicable



HEALTH AND WELLNESS

- Well-being programs and services, including workplace stress management and various health initiatives
- Health and welfare coverage (medical, including private medical insurance where applicable, and prescription, dental, vision, and mental health support)
- Employee and Family Assistance Program (EAP)
- Flexible work arrangements including working hours and location arrangements
- Medical leaves
- Discounts on fitness center memberships and on site fitness centers at some office locations
- Adoption support
- Backup childcare and caregiver support, where applicable
- Paid parental and paid family leave for the primary and non primary caregiver, where applicable
- Provision of a pre tax benefit account used to pay for eligible dependent care services such as childcare, where applicable



RECOGNITION AND SOCIAL

- Employee recognition programs
- Charitable Giving and company matching gift, where applicable
- A multitude of social activities, intramural sports, and clubs
- Various corporate discounts with participating retailers

See a list of benefits and total rewards on the [Benefits and Total Rewards page of Waters.com](#).

Talent Development

At Waters, growth and development are all about continuous learning, the evolution of oneself, and the constant pursuit of knowledge that makes us better. We work to communicate and define the key behaviors and attributes that drive personal and organizational success and help develop all our employees as leaders.

Developing Our Future Leaders

We invest in providing opportunities for our employees to continuously develop skills. We leverage internal expertise and external learning institutions to provide formal developmental opportunities to build critical technical, managerial, and leadership skills.

In 2022, our Waters Division invested in the development of service resources around the globe to transform our engineers into partners for our customers and to solve problems that matter each day. Waters offered instructor-led trainings (iLT) and self-paced eLearnings, available at any time.

Achievements from these programs include:

- 2,270 certifications were issued to service employees around the globe over a 12-month period from both in-person and virtual trainings held in over 12 countries.
- More than 900 employees participated in 550 courses spanning the portfolio of Waters products to enable employees to best serve Waters diverse customer needs.
- Results from our post-course iLT survey confirms a >98% satisfaction rating from employees.
- Waters employees completed >25,000 service-specific online courses.

173,350

total hours of employee training provided in 2022

24

average hours training per employee

WATERS DIVISION TRAINING MODULES FOR SALES & SERVICE



28 Training Events in 2022

- Onboarding
- Platform and Process
- Sales Manager Development
- Buyer Engagement



~9 Training Events in 2022

- Fundamentals of Marketing
- Marketing Tactics
- Nurture
- Technologies
- Market Analytics



31 Training Events in 2022

- New Product Launch
- New Application
- Competitive Knowledge
- Demo Strategy
- Commercial Foundations



2,270 Certifications in 2022

- Onboarding
- Technical Training
- Hardware
- Software
- Platform and Process
- Service Manager Development

Development and Performance Management

To foster employee development and retention, all employees are eligible to participate in career development discussions with their managers and receive annual performance objectives and reviews. Quarterly check-in discussions are conducted to deliver continuous feedback and help employees drive progress along their chosen career paths. Employees also leveraged workshops that enable them to gain a deeper understanding of Enterprise Priorities, set aligned performance objectives, provide continuous feedback, and deliver an effective performance review.

Waters Indomitable Leadership Program

In 2022, Waters invested in leadership capability building through the Indomitable Leadership Program for 31 of our senior leaders, in partnership with Duke Corporate Education, which is part of Duke University. The program enabled participants to subsequently expand their leadership roles across the company. It provides key business benefits to Waters by developing an enterprise-first mindset that combines established technical skills with expanded business acumen, driving deeper collaboration across business areas.

The program's objective is to generate an entrepreneurial mindset within our business portfolio teams across the organization. It aids our overall performance as a company by giving our teams the necessary leadership skills to achieve the following KPIs: annual above-market revenue growth, annual margin expansion, roadmap execution, launch execution quality, and team capability building and engagement.

Employee Engagement

We know our people create the Waters difference. We value the voice of our employees and are committed to developing the best employees and identifying areas for improvement.

Voice of Employee

In 2022, we piloted the “on demand” Voice of Employee, an engagement survey that leaders could initiate to collect team members perceptions in a structured way to inform actions addressing performance, wellbeing, and engagement gaps. Survey questions included topics related to job satisfaction, career development, and workplace flexibility. A total of 2,083 full-time employees (approximately 27%) were surveyed through this process with an 80% overall response rate. 71% of employees in the survey responded with a top-level satisfaction score, defined as 4 or 5 out of a 5-point Likert scale. In 2023, we are focusing our efforts on actionable areas identified at the team level.

We actively monitor our employee retention and turnover performance, and our leadership is focused on attracting and retaining talent.



VOLUNTARY TURNOVER

2022	11.6%
2021	11.2%
2020	6.1%
2019	6.8%
2018	7.2%
2017	7.3%

HIRING & ROLE CHANGES

	External	Internal
2022	1,350	543
2021	1,278	503
2020	660	249
2019	835	321
2018	789	715
2017	736	228

OUR DEI PRIORITIES



DIVERSE WORKFORCE

Becoming representative of the society we live in



INCLUSIVE WORKPLACE

Creating a workplace where all employees can thrive



COMMUNITY ENGAGEMENT

Engaging our community to build stronger and more diverse pipelines

Diversity, Equity, and Inclusion

Waters is committed to fostering a diverse and inclusive workplace that is representative of the societies we live in. Our approach to Diversity, Equity & Inclusion (DEI) is designed to shift mindsets, foster inclusive behaviors, and encourage increased representation of employees with diverse backgrounds.

Ultimate responsibility for diversity at Waters lies with our Senior Vice President (SVP) of Global Human Resources, supported by our Director of DEI. Management, led by our SVP, Global Human Resources, at least annually briefs our Board of Directors, who monitor our DEI initiatives and performance. As our [Nominating and Corporate Governance Committee Charter](#) makes clear, when identifying potential director candidates, the Nominating and Corporate Governance Committee considerations of candidate qualifications and experience include, but are not limited to, diversity of gender, race and ethnicity, age, geographic location, and nationality. Consistent with our focus on diversity to support the success of our business, nearly half of our Board is diverse by gender or ethnicity.

We are firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any illegal discrimination or harassment of any kind. Relationships with colleagues and business relationships with competitors, suppliers, and customers always must be conducted free of any discrimination, including based on race, color, creed,

religion, gender identity or expression, age, sex, sexual orientation, national origin, genetics, marital status, veteran status, disability, or any other characteristic protected by law. As well as expressly prohibiting discrimination and harassment in our Global Code of Business Conduct and Ethics policy, Waters has enacted a number of measures to reinforce our commitment in this area. We have rolled out various trainings to many employees to support an inclusive culture that values diverse perspectives focusing on understanding unconscious bias, leading inclusively, and building awareness of other identities and experiences. We have also developed procedures for reporting incidents via our confidential, third-party toll-free telephone and web-based ethics helpline. Both the hotline and website are available in 11 languages.

Waters also developed strict disciplinary procedures where disciplinary action up to and including dismissal may result from cases of discriminatory behavior or harassment.

Waters received a score of 100 out of 100 on the 2022 Corporate Equality Index (CEI), the Human Rights Campaign Foundation's annual scorecard for LGBTQ+ workplace equality.

Partnerships to Advance DEI

In 2022, Waters proudly added two new partnerships to support our LGBTQIA+ community: **Stonewall** in the U.K. and **PFLAG** in the U.S. Additionally, in January 2023, we began our partnership with **Fairygodboss**, a career community for women. This furthers our commitment to increasing diversity within our employee base.

Campus Partnerships

We work with global universities to recruit diverse and under-represented employees and interns. In 2022, we partnered with Historically Black Colleges and Universities (HBCU) on a program that combined STEM-based research grants for students with direct mentoring by Waters employees.

Re-evaluating Hiring Practices

As part of our efforts to become more representative of the society we live in and increase diversity, Waters has made efforts to improve the quality of job descriptions and to utilize target sourcing to increase the qualified pool of diverse candidates. Highlights include:

- Increasing representation of women field service engineers in India, an area where there has typically been zero representation.
- Making job descriptions more inclusive with the goal to increase the number of historically underrepresented applicants.

39%

of senior leadership hires were women

34%

of global senior directors and above are women

~66%

of executive team is diverse based on gender and/or ethnicity



Our Five Employee Circles Focus On:

DISABILITY

A space for people with disabilities and allies to connect, build awareness, and analyze accessibility opportunities.

PEOPLE OF COLOR

Celebrating racial and ethnic diversity through support, engagement, and collaboration to create awareness and appreciation.

PRIDE

A forum for members of the LGBTQIA+ community and their allies to learn, network, and advocate for an environment that promotes inclusion, equality, and diversity.

VETERANS

Connects veterans to support one another and collaborate with leaders across the company to ensure they are well represented in our recruiting efforts.

WOMEN

A space for women and allies to connect and support each other through mentorship, sponsorship, and learning.

Driving an Inclusive Workforce

As part of our company-led initiatives to drive an inclusive workplace, we have created voluntary, employee-driven employee resource groups worldwide to foster a diverse and inclusive culture through awareness, education, and employee connections. Our global *Employee Circles* provide opportunities for Waters employees to connect with teammates throughout the world, while *Employee Hubs* encourage engagement at the local level. In 2022, we added a fifth Employee Circle for Disability. Our Circles and Hubs led various initiatives in 2022 to build a strong culture of inclusion and awareness including a global celebration for International Women's Day and a Waters-wide internal cookbook for employees across the globe to share their cultures through food.

Other DEI highlights include:

- In 2022, as part of the Waters Student Academy, Waters mentors and teachers participated in a custom instructional program focused on unconscious bias training in STEM education.
- In 2023, we began providing employees in the U.S. and U.K. an avenue to anonymously share gender identity and sexual orientation data so that Waters can implement strategies to build a culture that supports all employees and measure our progress towards our diversity goals.

Gender Pay Equality

Waters discloses gender pay ratios in the United Kingdom, France, and Ireland. For more information, see [2022 UK Gender Pay Gap Report](#), [France Gender Equality Index 2022](#), and [Ireland \(Wexford\) Gender Pay Gap Report 2022](#).

WOMEN IN LEADERSHIP

29%

Women in management positions in revenue-generating functions

27%

Women in all management positions

34%

Senior Director and above

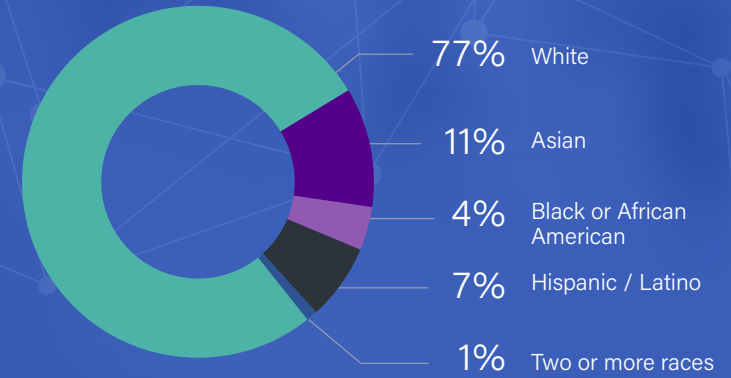
26%

Managers below Senior Director level

U.S. WORKFORCE BY RACE / ETHNICITY

~23%

racially and/or ethnically diverse



GLOBAL WORKFORCE BY GENDER

68.4%
Men



31.6%
Women

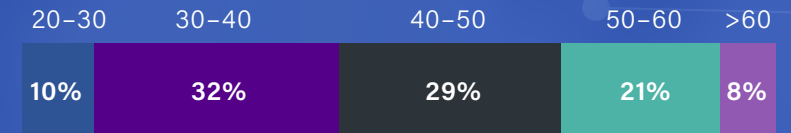
NEW HIRES BY GENDER

63%
Men



37%
Women

GLOBAL WORKFORCE BY AGE



Health and Safety

Waters is committed to providing a safe and healthy workplace for our employees, to act responsibly to protect the environment, and to be recognized by our communities as an excellent employer and corporate neighbor. We are guided by our [Waters Health, Safety, and Environmental Policy](#), which covers all employees and which we in practice extend to all contractors.

Our Senior Director of Real Estate, Facilities & Health, Safety & Environment (HSE) has managerial oversight of our health and safety program. Our Global HSE Leadership Steering Committee provides direction and endorsement for Waters HSE programs, while our Global HSE Group manages risk and establishes measures to implement and communicate program requirements. Additionally, every Waters facility worldwide has an HSE representative to administer HSE programs and compliance at the site level.

Waters Safety Committees meet regularly to review safety issues, conduct audits, and provide employee training. Employee feedback is taken into consideration as part of this process. Waters encourages all employees to utilize our HSE data management software to record near misses and “good catches,” which proactively identify and correct workplace hazards. Use of the software helps standardize best practices across the enterprise and facilitates development and tracking of leading indicators.

Occupational Health and Safety Management System

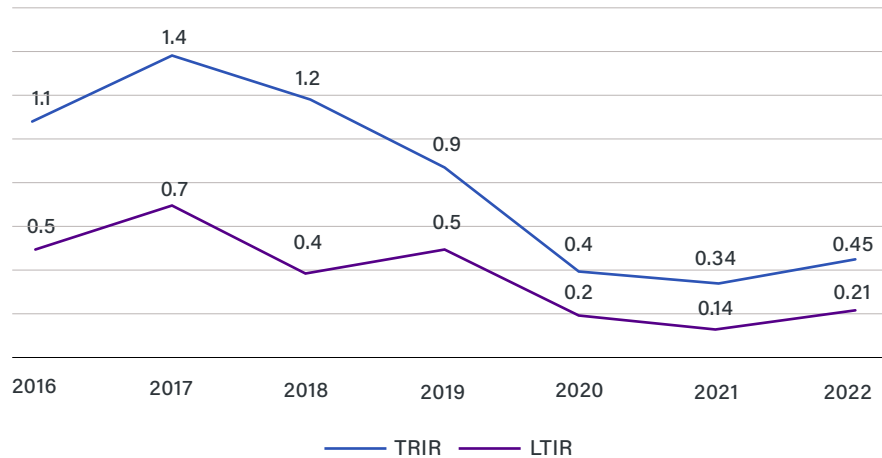
Waters is committed to Occupational Health and Safety and believes that its employees and contractors should experience a safe and healthy workplace. To this end, Waters implements an Occupational Health and Safety management system that is overseen at the Executive level by our SVP Global Operations. In light of this commitment, Waters routinely examines its operations, consults with its employees, and sets up resulting prioritization, targets, and action plans. Additionally, Waters also seeks to maintain compliance with certain OHS international standards.

As of April 2022, our headquarters (and largest manufacturing facility) in Milford, Massachusetts, was certified to the ISO 45001 Health and Safety Management standard, as were our two largest contract manufacturing partner sites. Approximately 20% of our global workforce works at our ISO 45001 certified facility. Waters is phasing in ISO 45001 safety management systems at our largest manufacturing sites, a program we expect to complete by the end of 2025. As part of this, we are expanding and standardizing our incident-management processes. Additionally, we are in the process of expanding our external compliance auditing schedule at Waters facilities. Between 2021 and 2022, manufacturing and lab facilities received HSE audits conducted by a third party; remaining low-risk office sites will be completed by the end of 2023. Moving forward, audits will be conducted on a risk-based schedule, every three to five years.

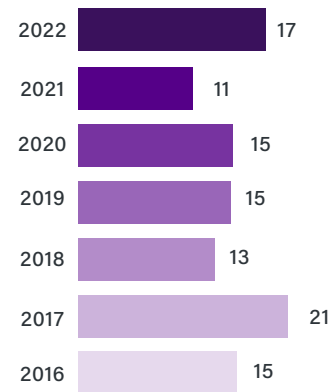


INJURY/ILLNESS PERFORMANCE

(Rate per 200,000 hours worked)



LOST TIME CASES



Note: Data from 2016–2019 are for sites in the United States only.

Waters complies with occupational health requirements, including workplace monitoring and controls to minimize workplace health hazards. Proactive ergonomic assessments of our workspace and physical operations are completed to minimize the risk of musculoskeletal disorders. In addition, our Total Rewards portfolio provides resources to support employees' mental health, well-being, and work-life effectiveness. There is an on-site clinic at our headquarters that provides treatment for routine and work-related health issues, as well as vaccination clinics, and health screenings.

We closely monitor safety-related data measures, including Total Recordable Incident Rate, Lost Time Incident Rate, and Number of Lost Time Cases, as key indicators in our effort to achieve a zero-accident workplace. Our 2022 global Total Recordable Incident Rate (TRIR) is 0.45 and our Lost Time Incident Rate (LTIR) is 0.21. In 2022, Waters had 17 lost time cases. Waters had zero work-related fatalities in 2022. Full-time and part-time employees and contractors are included in our safety metrics.

As part of Waters Occupational Health and Safety management system, we seek to foster a safe workplace, identify what could cause harm in the workplace through risk and hazard assessments, and ensure that all employees are empowered to prevent accidents and injuries. Through online and in-person training programs, all employees receive mandatory Health, Safety, and Environmental training when they are onboarded and when any policy documents are updated. Employees who are exposed to workplace hazards such as compressed gases, confined spaces, biological substances, and hazardous materials also receive specialized safety training in accordance with regulatory requirements.

Waters has rigorous safety protocols, including emergency preparedness procedures. All manufacturing facilities have robust emergency procedures, and all manufacturing and field service personnel receive mandatory training. As a minimum, every site is required to have evacuation, fire and first aid arrangements in place and are audited for compliance.

Waters occupational health and safety programs are applicable to all permanent and temporary employees, contractors, and site visitors. As a result, compliance with these programs is integrated within our procurement and contractual requirements with third-party vendors.

We work with our suppliers to ensure that our expectations for responsible behavior are understood and met.

Contractor Safety

We strive to provide our contractors a safe work environment, as guided by our HSE Policy. All contractors at our manufacturing facilities are prescreened for safety and performance risks. In our Milford facility, compliance with safety guidelines is included in the contractual agreements. Additionally, we provide contractors with on-site safety trainings depending on the level of risk at each facility. We closely monitor the safety performance and activities of our on-site contractors, and we include any accidents in our safety metrics.

Customer Health and Safety

Waters takes seriously the health and safety of our customers. All Waters products are evaluated for relevant health and safety risks and are provided with appropriate documentation. It is expected that our products will be used in laboratory environments by trained operators using appropriate personal protective equipment.

Waters chemistry products are documented in accordance with the Globally Harmonized System of Classification and Labeling of Chemicals (GHS), with Safety Data Sheets (SDS) available that document each product's physical and chemical properties, exposure hazards, safe handling and transport, cleanup instructions and first aid, toxicology, pollution risks, and disposal considerations. Safety Data Sheets are available in 14 languages.

Human Rights Commitment

Waters is committed to respecting the human rights of its employees, an approach that we apply company-wide, covering our own operations and that of our suppliers and contractors. We are committed to respect human rights in accordance with internationally accepted standards, including those defined by the United Nations Guiding Principles on Business and Human Rights. We are also committed to prevent human trafficking, forced labor, child labor and discrimination across our operations, suppliers, and contractors.

We proactively identify and assess risks relating to human rights in our own operations, when conducting new business relationships, and we periodically conduct global supply chain risk assessments for established relationships. When doing such assessments, we consider four key factors that drive the risk of forced labor in our supply chains: sector and industry risks, product-specific risks, geographic risks, and company-specific risks. We also conduct a systematic annual risk assessment of our largest direct suppliers by spend and review whether they meet several social responsibility criteria, including having a human rights policy, a supply chain code of conduct, and a supply chain sustainability program. We also review their MSCI ESG ratings and whether they provide a CMRT as part of Waters annual Conflict Minerals survey. In 2022, we screened approximately 95% of our direct (product-related) spend against these criteria.

Philanthropy

Waters strives to make a positive, lasting impact in the communities in which we live and work. Our philanthropy supports organizations who are making advancements in areas aligned with our three philanthropic pillars: human health and well-being; STEM education; and diversity, equity, and inclusion.

- **IMPROVING HEALTH AND WELL-BEING:** We continue working to improve human health and well-being through partnerships with organizations driving advancements in clinical diagnostics and medicines, as well as ensuring access to food safety and security.
- **INVESTING IN STEM EDUCATION:** We invest in future talent by supporting access to STEM education throughout a student's educational journey, with a special focus on supporting people of color and women in STEM.
- **FOSTERING DIVERSITY AND INCLUSION:** We support organizations that are aligned with our diversity and inclusion efforts and the intent of our Employee Circles to help us represent the diverse society that we live in.





2022 PHILANTHROPY HIGHLIGHTS

Waters Wilmslow Running Festival

This year, Waters commemorated a decade of support for the annual Wilmslow Running Festival, also marking our debut as the event’s headline sponsor. Waters colleagues ran in the event (which featured a half-marathon main event, a 10k race, and a fun run), volunteered along the course, and the Waters STEM ambassadors staffed a tent to engage spectators in hands-on STEM activities. The event attracted more than 4,000 participants and 26 Waters volunteers. As with previous years, Waters employees identified The Christie, the largest single-site cancer center in Europe, as their charity of choice, and Waters matched the contribution of any employee who chose to run with Team Waters.

Waters Student Academy

In 2021, Waters developed the Waters Student Academy, a pilot program that invited historically underrepresented high school students from communities in Boston to participate in a hands-on learning experience, including science-focused lab experiments and “soft skill” training. In 2022, the Waters Student Academy expanded to include students from Milford, MA. In 2023, the program expanded outside the U.S. to Wilmslow, U.K. Some highlights from 2023:

- **Expanded** the academy in two locations, offering an additional 3-week program for nine students in Wilmslow, U.K.
- **Increased** the number of students in Milford, MA, from 15 to 27
- **Offered** our first ever Alumni event at MIT Media Lab

Blood Drives in Milford and New Castle

In 2022 and 2023, employees at both Waters headquarters in Milford, MA, and our TA Instruments division in New Castle, DE, participated in a blood drive. For the November 2022 drive, 88 donors signed up to donate blood, which equates to saving up to 264 lives.

Science and Industry Museum

Waters has partnered with the Science and Industry Museum in Manchester for over 11 years, making it the museum’s longest serving industry partner to date. In 2022, during the October half-term school holidays, our volunteer STEM ambassadors participated in the museum’s annual Science Festival, working with children and families in one of the first face-to-face STEM outreach activities since the pandemic.

Junior Achievement

Waters continued to partner with Junior Achievement Worldwide, one of the world’s most impactful youth-serving nonprofits, on programs that support STEM education. In 2022, we worked together to host a mentorship opportunity in Wexford, Ireland, focused on “Girls in Science.”

HBCU Partnerships

In the 2022–2023 academic year, Waters sponsored research grants for three students at two historically Black colleges and universities (HBCU)—Cheyney University of Pennsylvania and Clark Atlanta University.

GOVERNANCE

Enhancing long-term stakeholder value



GOVERNANCE

We seek to foster long-term stakeholder value by ensuring that we have effective governance and oversight, as well as policies and procedures to manage risk and ensure compliance.

We believe that the tone for excellence and integrity is set at the top. For more information on our Board oversight actions and the exceptional stature, accomplishments, and diversity among our directors, please see our latest [Proxy Statement](#).

Ethics and Integrity

Over the past 65 years, Waters has built a valuable reputation for maintaining the highest standards of business integrity. We are committed to conducting our business ethically and in full compliance with our own internal systems and the laws and regulations of the countries where we operate. Our Chief Executive Officer, General Counsel, and Chief Compliance Officer have responsibility for the administration of our business ethics program, while our full Board of Directors has ultimate oversight. We define our expectations and guidelines for our employees, including our executive officers, directors, and third-party business partners in our [Global Code of Business Conduct & Ethics](#) (the “Code”), as well as a series of related policies and procedures, such as our [Global Anti-Bribery & Anti-Corruption Compliance Policy](#). The Code and related policies are all available in multiple languages to accommodate the local languages in the areas where we operate. Our Board of Directors reviews and approves the Code annually.

Everyone’s Responsibility

All employees, including our executive officers, must attest to their compliance with the Code and related policies annually. In addition, Waters provides mandatory compliance training to educate all employees, including part-time employees, about the requirements and obligations of the Code and related policies and procedures.

Manager Responsibility

We expect all employees to be leaders, but we recognize that managers in particular are role models and must lead by example, inspiring their teams to comply with our Global Code of Business Conduct and Ethics and conduct business in accordance with our values.

As role models, managers must regularly reinforce to their teams the importance of understanding and following our Global Code of Business Conduct and Ethics, as well as all related policies. They must also understand the risks inherent in their team members’ work and perform an active role in ensuring the quality and ethical integrity of that work. They must encourage employees to speak up and raise concerns about potential legal and ethical issues if they arise and foster a work environment where they feel comfortable doing so. Managers are also required to take all reasonable steps to ensure that all concerns are promptly escalated through appropriate channels. These expectations apply across all business units and functions at Waters.

Our ethics and integrity standards also apply to the marketing, advertising, and sales of all our products around the globe. Waters is committed to the practice of ethical marketing, which is covered by our Global Code of Business Conduct and Ethics. This includes providing accurate information about our products and services and ensuring that all interactions with customers globally meet our ethical standards.

We continually take steps to align with best practice as the world’s compliance and regulatory postures evolve.



In 2022, we enhanced our due diligence programs as it relates to third-party business partners.

Ethics Helpline

As stated in our [Global Complaint Reporting Policy](#), we maintain reporting channels for anyone who has knowledge of, or reason to suspect, any violation of any of our policies or procedures to immediately report that information. Reports may be made to our Legal or Compliance departments or through our confidential, third-party, toll-free telephone ethics helpline and web reporting service. Both the helpline and website are available in 11 languages.

Committed to Ensuring Safety and Compliance



All reports made to the helpline are logged and sent to Corporate Compliance or Human Resources, depending on the type of report. Once a report is made an investigation will commence and escalation to the legal function might occur if it relates to the potential violations of law or material violations of a company policy. All reports are treated confidentially and tracked in the database. The Chief Compliance Officer will also periodically report to the Audit Committee about the volume and nature of reports received. Waters has a strict no retaliation policy in regard to any report made honestly and in good faith.

Interactions with Healthcare Professionals and Product Labeling

As part of our global compliance program, we take seriously all our legal and ethical requirements, including interacting with healthcare organizations and professionals. Our anti-bribery corruption policy prohibits the making of direct or indirect offers, promises, or payments of anything of value to third parties, including healthcare professionals, to obtain business advantage. Our Global Import and Export policies mandate

risk-based end-use checks to ensure that our products are used in the prescribed manner and in compliance with applicable U.S. and market-country laws. All employees receive annual mandatory training on Import and Export compliance.

Product Safety and Quality

Guided by our [Quality Policy](#) and [Health, Safety and Environmental Policy](#), we are dedicated to customer experience excellence. We maintain the effectiveness of our quality management system and foster an environment of continual improvement while meeting statutory and regulatory requirements. Our product safety and quality program is overseen by our Vice President of Global Quality and Senior Vice President of Global Operations.

Our manufacturing facilities undergo regular internal audits to determine if they are conforming with our quality management system. They also undergo external audits as part of their ISO 9001 quality management certification. All relevant employees receive mandatory annual training about their responsibilities for product quality and safety.

Our Product Stewardship team works to ensure that our products comply with all applicable regulations regarding product use and safety, material composition, hazardous substance restrictions, and hazard communications for the territories in which they are sold. They ensure that our products do not contain substances that would prohibit their sale, use, or safe disposal. They conduct full assessments of all product designs, sources, and manufacturing processes to ensure compliance with restricted substance regulations, such as the Restriction of Hazardous Substances (RoHS) Directive; Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH); Substances of Concern In Products (SCIP); and the Toxic Substances Control Act (TSCA). They also request the full material composition for product components we purchase from a third party.

Waters continually monitors and addresses changes in the global regulatory landscape for product design, sourcing, and manufacturing processes and, where necessary, makes updates to ensure ongoing compliance. Through our supplier management practices and with our Supplier Quality Manual, we work to ensure that our suppliers are operating in support of these objectives.



ISO CERTIFICATIONS

Americas	
Milford, MA*	9001, 13485, IVD Reg
Taunton, MA*	9001
TA Instruments	
New Castle, DE*	9001
Lindon, UT*	9001
Eden Prairie, MN*	9001, 17025
Hullhorst, GE*	
Golden, CO*	9001, 17025, 17034, 17043
Nixa, MO*	
Wyatt Technology	
Santa Barbara, CA*	9001
Brazil	9001
Europe/UK	
Wilmslow, UK*	9001, 13485
Solihull, UK*	9001
Wexford, IR*	9001, 13485, 17025, 17034
Newcastle, UK	9001
Romania	9001
Netherlands	9001
Hungary	9001
Italy	9001
France	9001
Asia	
Singapore*	9001, 13485
China*	9001
Australia	9001
Japan	9001

* indicates manufacturing facility.

86%

(12 of 14) of our manufacturing facilities are ISO 9001 certified.

Our Product Stewardship team also works with our logistics and manufacturing organizations to ensure that products are appropriately labeled and packaged to ensure their safe shipment to our customers around the world. This includes ensuring that they are classified as Dangerous Goods as appropriate (based on the United Nations Recommendations on the Transport of Dangerous Goods), and that packaging, shipping, and handling processes are carried out in accordance with International Air Transport Association (IATA) requirements and local laws. Our Global Trade Compliance team also carries out due diligence to ensure that the distribution of Waters products complies with export laws and regulations in each country (including the United States) in which Waters does business. Our Regulatory Affairs team works with our Global Trade Compliance and distribution teams to ensure that In Vitro Diagnostic (IVD) products are sold to customers in territories where appropriate registrations and licensing are in place.

Our Conflict Minerals program, conducted in accordance with OECD guidance, conducts an annual supply chain survey, the results of which are filed with the U.S. Securities and Exchange Commission in accordance with the Dodd-Frank requirements. Hazard communications for our chemistry products are conducted in accordance with the requirements of the Globally Harmonized System of Classification and Labelling of Chemicals (GHS).

For traceability, all Waters products have a unique part number. All instruments, and some spare parts carry barcoded labels indicating serial number, date of manufacture, country/plant of origin, and compliance with applicable regulatory requirements. Similar labeling exists for columns and chemistry products, which are typically lot-controlled, with certificates of analysis available upon request. Waters also maintains device history records and keeps records of which serialized products have been sold to which customers.

Supply Chain Management

Waters supply chain management practices are overseen by our Vice President, Global Supply Chain, who has authority for global materials planning, demand planning, distribution and logistics, product stewardship and trade compliance. Our Global Supply Chain organization works in conjunction with our engineering, global procurement, manufacturing, and quality teams to ensure that purchased goods and services meet technical, quality, and regulatory requirements.

Our supply chain management practices are optimized around several guiding principles. First and foremost, our suppliers must be able to meet technical and quality requirements. Furthermore, we expect that suppliers will act in accordance with the principles outlined in our [Supplier Quality Manual](#) and Global Code of Business Conduct and Ethics.

Waters seeks to utilize local suppliers at each of our facilities and works to identify component vendors located near our contract manufacturing partners' plants. We believe that this approach promotes good working relationships with our

suppliers, supports our supplier diversity programs, reduces logistical complexity, lowers costs, supports high product quality and availability, and reduces the environmental impact of our operation and our supply chain.

Supplier Audits

As part of our product quality and safety management, as well as our commitment to the Pharmaceutical Supply Chain Initiative (PSCI), Waters conducts its own audits of its critical suppliers. Quality engineers vary audit subject matter based on relevance to suppliers' business. We require our suppliers to undergo audits to maintain their ISO certifications.

Due to our commitment to providing suppliers with regular feedback on their performance, in addition to our formal audits, we provide feedback through scorecards and business reviews concerning quality, delivery performance, service level, strategic goals, projects, and business needs. Our direct material suppliers are objectively monitored and evaluated for quality, customer service and responsiveness, impact, sourcing performance, on-time delivery (OTD) performance, and overall risk. Scorecards are generated on delivery and incoming quality performance that are used to work with selected suppliers to improve their performance.

Supplier Environmental and Social Assessments

As part of the ongoing evolution of Waters ESG program, we are incorporating supplier environmental performance, reporting, and goals, as well as an assessment of the maturity of their social responsibility programs, into





our supplier management practices. Our expectations are communicated to suppliers as part of our supplier onboarding process and are included in the standard terms and conditions of our purchasing contracts, as well as our Supplier Quality Manual. We conduct initial and ongoing screening for ESG factors such as these via internal due diligence, negative news screening, and physical site inspection, the results of which can impact our actions of supplier selection and retention. As part of our ongoing supplier management process, suppliers may be required to demonstrate conformance with our expectations. Waters reserves the right to discontinue business relationships with suppliers that fail to operate in a legal, responsible, and ethical manner.

Supplier Ethics and Human Rights

Waters values fair, reliable business relationships with suppliers and partners and encourages those with whom we do business to share in our vision of responsible and ethical business practices. We expect our suppliers to adhere to all applicable laws, rules, and regulations of the countries in which they operate, including anti-corruption and anti-competitive behavior.

Waters is committed to the prevention of human trafficking, forced labor, child labor, discrimination, harassment, and other human rights issues. We require our suppliers and contractors to uphold the human rights of workers and treat them with dignity and respect while ensuring a safe and healthy working environment. We take this commitment seriously and have a zero-tolerance approach.

We work with our suppliers to ensure that local laws regarding wages, working conditions, and working hours are observed and to ensure that child or forced labor is not used in the manufacture of our products or in the components they contain. Waters conducts periodic supplier visits and audits to review their processes to ensure their compliance.

We periodically conduct global supply chain risk assessments, sometimes with the support of third-party consultants, to explore emerging issues including human rights. When doing such assessments, we consider four key factors that drive the risk of forced labor in our supply chains: sector and industry risks, product-specific risks, geographic risks, and company-specific risks.

We also conduct an annual assessment of our largest direct suppliers by spend to review whether suppliers meet several social responsibility criteria, including having a human rights policy, a supply chain code of conduct, and a supply chain sustainability program. We also review their MSCI ESG ratings and whether they provide a CMRT as part of our annual Conflict Minerals survey. In 2022, we screened approximately 95% of our direct (product-related) spend against these criteria.

As part of its ongoing review and assessment of its supply chain, Waters routinely identifies its critical tier-1 and non-tier 1 suppliers. We define critical, tier 1 suppliers as those that provide products or services that are critical to the safety, performance, and compliance of the finished good.

Supplier Diversity Program

Waters maintains a supplier diversity program and evaluates our suppliers' ESG performance. In 2022, 55% of our direct



(product-related) spend was with suppliers who had ESG reports or goals or who publicized ESG performance metrics. In addition, in 2022, 11% of total spend was with certified diverse small businesses.

Data Privacy and Cybersecurity

We recognize the importance of protecting our company and customers' data. With the oversight of our Senior Director of Information Security, we maintain measures to protect the integrity and security of our technology infrastructure and internal and external data. Our Chief Information Officer (CIO) is a dedicated leader of Waters IT function, which includes cybersecurity, and reports directly to Waters Chief Financial Officer on the executive management team. Together with the Audit & Finance Committee of the Board of Directors, our management oversees our information security and cybersecurity programs to ensure we have in place appropriate and sufficient policies and processes to manage emerging threats and adapt to regulatory change. The

Audit and Finance Committee has ultimate oversight of the information security and cybersecurity program, which is led by Linda Baddour, who has experience as a senior financial executive across healthcare, life sciences, pharmaceutical services, and banking companies, including with respect to oversight of enterprise risk management. In addition, management briefs, at least annually, the Company's Board of Directors on cybersecurity matters.

Our data security programs include:

- Establishment of advanced email security
- Launch of URL email protection
- Deployment of logging solution processing ~300 million events per day for risk, with 24x7 monitoring in place to respond to critical events quickly
- Enhancement of network security program

Supply Chain Climate Risk

Each year, we assess critical and non-critical suppliers for whether the suppliers report publicly on climate change, whether they disclose relevant data regarding climate impacts, and whether they set goals. In 2022, we screened 150 suppliers, representing approximately 95% of our direct (product-related) spend, and determined that 55% of our spend was with suppliers that met these criteria.



organizations. We believe we have a responsibility to be transparent in how we interact with civic and political institutions and therefore have had a longstanding stipulation in our Global Anti-Bribery & Anti-Corruption Compliance Policy that prohibits the Company's participation or contribution to political campaigns, elections, or ballot-related matters.

In 2022, we adopted a formal [Political Participation Policy](#) to further clarify the prohibition of the Company and all of its employees, executive officers, and directors, each acting on behalf of the Company, from making political contributions of any kind in support or opposition to political candidates, campaigns, political parties, ballot initiatives, or organizations that seek to directly or indirectly influence the outcome of ballot measures or other facets of the electoral process. During the reporting period, Waters made no direct contributions to political campaigns, political organizations, lobbyists, or lobbying organizations.

Open Innovation

As a company that is committed to solving problems that matter, Waters utilizes a variety of collaborative channels in its innovation process. Examples of our open innovation fall into three primary categories:

1. R&D Collaborations with Third Parties

Waters frequently partners with academic researchers and other companies around the world to advance research and development progress in areas in which we can uniquely

In 2022, we introduced cybersecurity training for all employees and launched an intranet page on data security to assist in their continued education. In 2023, we launched an enhanced training program with advanced phishing tests.

Data Privacy

Our Employee Privacy Notice, General Privacy Notice, and Confidential Information Policy provide the foundation for how Waters employees and business partners should conduct themselves to preserve the confidentiality of all third-party

personal, sensitive, or non-public information, including from customers. Waters maintains policies and location specific notices to govern and manage data privacy.

Political Participation

To support our mission to unlock the potential of science, Waters has taken public positions in industry debates and associations that are consistent with our business goals. Issues include the analytical instrumentation industry, including certification boards and standard setting

contribute value to new and emerging, high-growth application areas with our capabilities and technologies. The below examples of collaboration are expected to accelerate the time to market for new innovation, providing access to further human capital and technologies beyond our core capabilities. Earlier this year, Waters and Sartorius [announced](#) a new collaboration to develop integrated analytical solutions for downstream biomanufacturing, expanding our joint agreement that began with upstream bioprocessing analytics. Software and hardware integrations between the Waters PATROL™ UPLC™ process analysis system and the Sartorius™ Resolute® BioSMB multi-column chromatography platform will give bioprocess engineers access to more comprehensive analytical data for downstream batch and continuous manufacturing, improving yields while reducing waste and driving down biomanufacturing costs. This collaboration is expected to result in increased understanding of customers' unmet needs and allow further integration of Waters instruments to Sartorius bioreactors in an expanded set of application areas.

In May 2022, Waters and The University of Delaware announced the grand opening of Immerse™ Delaware, a Waters Innovation and Research Laboratory. As part of their multi-year research partnership announced in October 2021, the lab opening is the first step on a journey to collaborate with biopharma scientists both in industry and academia to advance industrial processes for making and characterizing biotherapeutics. The collaboration is expected to accelerate our innovation journey in biotherapeutic separation and characterization workflows.

2. Open Chemistry Support for Our Customers

Waters has industry-leading capabilities in the separation of molecules with our liquid chromatography columns. We are proud to share these capabilities for use in both Waters and non-Waters liquid chromatography instrument systems, allowing our customers to benefit from the unique innovation that our separations expertise offers, regardless of the LC platform their lab is outfitted with. Partially driven by our open chemistry support, Waters chemistry revenues in 2022 were approximately \$525 million (USD).

3. Licensing of Empower to Third Parties

At Waters, we widely share our innovation in compliant informatics solutions. Our Chromatography Data System may be deployed on non-Waters liquid chromatography instruments through a licensing arrangement. To facilitate the positive end-user experience of all our customers, Waters actively supports customer deployment of its software platform on non-Waters instruments, which also allows customer choice in their labs.

Process Innovation

Waters is committed to ongoing process innovation to expand efficiency and drive better outcomes in our manufacturing process, via continuous improvement over time. This can include the introduction of new technologies, process frameworks, and process management tools for

the production of goods. Waters has a team dedicated to operational excellence and operational transformation that reports to our Vice President of Global Operations Strategy and Operational Excellence.

Waters has recently adopted, or is in the process of adopting, the following examples of process improvement:

1. In Operations, we have further refined our "3S" problem-solving method to more closely follow Plan-Do-Check-Act. Adopting this more advanced "A3" problem-solving method allows us to provide more rigor in defining a problem statement while using data and facts to overcome routine challenges in manufacturing processes, which can drive productivity gains. We are also starting to utilize the SQDIP method of daily management which stands for Safety, Quality, Delivery, Inventory, and Productivity and is a process innovation that improves real-time management of actions and supports enhanced quality standards in manufacturing.
2. As part of our model line for tubing, which is a production line in Milford that makes sub-assemblies for our LC business, we held a process event earlier this year to drive out costs in coupons and prepare for a new layout to accommodate new equipment. Our new coupon process eliminates approximately \$200,000 in annual costs, frees up floor space, and gives us approximately 5% more laser welding capacity.

Appendix

SASB Index — Medical Equipment and Supplies

The disclosures in this report are informed by the recommendations of the Sustainability Accounting Standards Board (SASB) Medical Equipment & Supplies standard.

All data is for the year ending December 31, 2022.

	Accounting Metric	Code	Disclosure
Affordability & Pricing	Ratio of weighted average rate of net price increases (for all products) to the annual increase in the U.S. Consumer Price Index	HC-MS-240a.1	This metric is not relevant for Waters business model, and we do not consider it in our practices. However, Waters follows a rigorous process and engages relevant stakeholders to set prices. Some of the criteria we use when setting prices include but are not limited to: product-specific attributes (e.g., lifecycle, innovation), value proposition of Waters portfolio, customer feedback, and internal metrics (e.g., revenue and price realization).
	Description of how price information for each product is disclosed to customers or to their agents	HC-MS-240a.2	Waters sells products through multiple channels including direct sales to end customers, distributors, dealers, and e-commerce channels. For products for which pricing data is public, Waters ensures transparency and accuracy pricing through electronic quotes, e-catalog and Waters online ordering systems.
Product Safety	Number of recalls issued, total units recalled	HC-MS-250a.1	Waters issued no product recalls in 2022.
	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	HC-MS-250a.2	No Waters products were listed in the FDA's MedWatch Safety Alerts for Human Medical Products Database in 2022.
	Number of fatalities related to products as reported in the FDA Manufacturer and User Facility Device Experience	HC-MS-250a.2	No fatalities have occurred in relation to Waters products as reported to MAUDE.
	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	HC-MS-250a.4	No FDA enforcement actions were taken against Waters in 2022 in response to violations of cGMP.
Ethical Marketing	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	HC-MS-270a.1	Waters had no monetary losses in 2022 due to legal proceedings associated with false marketing claims.
	Description of code of ethics governing promotion of off-label use of products	HC-MS-270a.2	See Interactions with Healthcare Professionals and Product Labelling.
Product Design & Lifecycle Management	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	HC-MS-410a.1	See Product Safety and Quality.
	Total amount of products accepted for takeback and reused, recycled, or donated, broken down by: (1) devices and equipment and (2) supplies	HC-MS-410a.2	Waters does not currently track this data. We are working to develop this capability on an enterprise-wide basis and for our current initiatives. See Environment.

Supply Chain Management	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	HC-MS-430a.1	See Product Safety and Quality.
	Description of efforts to maintain traceability within the distribution chain	HC-MS-430a.2	See Product Safety and Quality.
	Description of the management of risks associated with the use of critical materials	HC-MS-430a.3	See Product Safety and Quality.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	HC-MS-510a.1	Waters does not publicly discuss issues relating to anti-bribery and anti-corruption.
	Description of code of ethics governing interactions with health care professionals	HC-MS-510a.2	See Interactions with Healthcare Professionals and Product Labelling.
Activity Metric	Number of units sold by product category	HC-MS-000.A	Waters does not disclose sales volume by number of units sold.

Task Force on Climate-related Financial Disclosures Index

Waters approach to disclosing climate-related risks and opportunities is aligned with the TCFD recommendations. The TCFD framework allows us to assess and communicate to our stakeholders how we believe our analytical instruments and informatics portfolio may be impacted by an energy transition using different assumptions over time.

Climate Change Governance

a) Board Oversight

Our Board of Directors provides ultimate oversight of the company’s risk management strategy, including climate-related risks and opportunities. The Board collectively is responsible for environmental, social, and governance (“ESG”) risks, including those related to climate and environmental performance, as part of its approach to risk management. Our Nominating and Corporate Governance Committee (“NCG”) of the Board of Directors oversees the Company’s ESG program and initiatives, including risks related to climate. The Company does not believe climate-related risks are financially material, but the Board and NCG reviews and assesses the Company’s relevant policies and practices regularly.

b) Management Role

Our senior management, including our Chief Executive Officer and General Counsel provide managerial oversight to environmental risks and opportunities, including those related to climate change, and how to apply policies and strategies to address them in the business. Our senior management reports to the Board on at least an annual and, in addition, on an ad hoc basis, as necessary, regarding its assessment of climate-related risks that could have an impact on the Company and possible mitigating strategies.

Strategy

As an analytical instruments and informatics manufacturer, Waters does not consider climate-related risks to be financially material. However, we believe climate change is an important issue, which is why we have set a goal to reduce our Scope 1 and 2 greenhouse gas (GHG) emissions 35% by 2025 from a 2016 baseline.

We have identified the below climate-related risks that may have adverse effects on our operations. The nature of these risks depends on the physical aspects of climate change, market regulations, and investor and societal pressure to reduce our carbon footprint and our ability to understand and respond to rapidly evolving developments. As described in our 10-K, our identified risks include the following:

Physical Risks - Part of the effects of climate change is an increase in the severity of global weather conditions. The Company’s manufacturing facilities are located in the U.S., U.K., Ireland, and Germany. In addition, the Company manufactures a growing percentage of its HPLC, UPLC, and MS products in both Singapore and Ireland. Severe weather and geological conditions or events, including earthquakes, hurricanes and/or tsunamis, could potentially cause significant damage to the Company’s manufacturing facilities in each of these countries. The effects of such damage and the resulting disruption of manufacturing operations and the impact of lost sales could have a material adverse impact on the financial results of the Company.

Regulatory Risk - Concern over climate change or plastics and packaging materials, in particular, may result in new or increased legal and regulatory requirements to reduce or mitigate impacts to the environment. Changing customer and consumer preferences or increased regulatory requirements may result in increased demands or requirements regarding plastics and packaging materials, including single-use and non-recyclable plastic products and packaging, other components of our products and their environmental impact on sustainability, or increased customer and consumer concerns or perceptions (whether accurate or inaccurate) regarding the effects of substances present in certain of our products. Complying with these demands or requirements could cause us to incur additional manufacturing, operating, or product development costs.

The Company’s manufacturing processes for certain of its products involve the use of chemicals and other substances that are regulated under various international, federal, state, and local laws governing the environment. In the event that any future climate change legislation would require that stricter standards be imposed by domestic or international environmental regulatory authorities with respect to the use and/or levels of possible emissions from such chemicals and/or other substances, the Company may be required to make certain changes and adaptations to its manufacturing processes. Any such changes could have a material adverse effect on the financial statements of the Company.

Reputational Risk - There is an increasing focus from certain investors, customers, consumers, employees, and other stakeholders concerning ESG matters. Additionally, public interest and legislative pressure related to public companies’ ESG practices continue to grow. If our ESG practices fail to meet regulatory requirements or investor, customer, consumer, employee, or other stakeholders’ evolving expectations and standards for responsible corporate citizenship in areas including environmental stewardship and sustainability, support for local communities, director and employee diversity, human capital management, employee health and safety practices, product quality, supply chain management, corporate governance and transparency, our reputation, brand and employee retention may be negatively impacted, and our customers and suppliers may be unwilling to continue to conduct business with us.

We believe our business is resilient in a 2°C and 1.5°C scenario given the nature of our business and we do not believe the risks of climate change would be financially material.

Risk Management

As climate-related risks are not viewed as material to our Company, we integrate climate-related risks management into our strategy and operations on an ad hoc basis. As necessary, we leverage a collaborative approach among departments, business units, and external stakeholders to identify, assess, address, and mitigate such risks when present. Our company leadership and the Board of Directors are focused on monitoring, managing, and mitigating various risks and their development to our business and financial performance, including climate change-related risks.

The Board is responsible for overseeing the management and operations of the Company, including its risk assessment and risk management functions. The Board has delegated responsibility to reviewing the Company's policy with respect to risk assessment and management to the Audit & Finance Committee. The Audit & Finance Committee regularly discusses with management the Company's major risk exposure. Additionally, the Company has an enterprise risk management framework under the oversight of the Vice President, Internal Audit and Chief Compliance Officer. This program seeks to identify risks, develop, and implement risk mitigation plans, and monitor the results affecting the Company's business and operations on an ongoing basis. Company management actively participates in this program and briefs the Board on the strategic, operational, compliance, and financial risks affecting the Company and efforts undertaken to mitigate them.

Consideration of such risks is implemented as part of operating and investment decision-making process, in all aspects of the business as part of our standard risk management approach.

Metrics and Targets

Waters actively monitors and tracks Scope 1, 2, and 3 emissions, with data coverage of over 80% across our total global operations. We have begun calculating our Scope 3 GHG emissions, as noted below, and will seek opportunities to expand and refine this activity over time.

Emissions in 2022:

- **Scope 1 emissions – 15,600 mt CO₂e**
- **Scope 2 emissions – 4,300 mt CO₂e**
- **Scope 3 emissions (purchased goods and services, fuel-and-energy related activities, waste generated in operations, employee commuting, business travel) – 69,772 mt CO₂e**

We have established a goal to reduce Scope 1 and 2 GHG emissions 35% by 2025 from a 2016 baseline. This goal was set in consideration of science-based targets to limit global temperature rise consistent with a 2°C climate change goal, as specified in the Paris Agreement.

To achieve our carbon reduction goals, we have taken actions including:

- **Converting many of our facilities to 100% renewable and/or low carbon electricity, including our facilities in Wilmslow and Solihull, U.K.; Wexford, Ireland; and Huellhorst, Germany.**
- **Converting our U.S. and EMEA service vehicle fleet to hybrid and electric vehicles. We expect our European fleet to be 95% hybrid or electric by the end of 2025.**

GRI Index

STATEMENT OF USE	Waters has reported the information cited in this GRI content index for the period January 1, 2022 to December 31, 2022 with reference to the GRI Standards.
GRI 1 USED	GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

	GRI STANDARD	TITLE	DISCLOSURE TITLE	LOCATION OR RESPONSE
THE ORGANIZATION AND ITS REPORTING PRACTICES	2-1	General Disclosures	Organizational details	Waters Corporation (WAT) 34 Maple Street, Milford, Massachusetts, USA About Waters (pages 5 - 6); Waters 2022 10-K
	2-2	General Disclosures	Entities included in the organization's sustainability reporting	Our Approach to ESG (pages 7 - 10)
	2-3	General Disclosures	Reporting period, frequency and contact point	January 1, 2022 to December 31, 2022 Annual November 16, 2023 Sustainability@Waters.com
	2-4	General Disclosures	Restatements of information	Energy use and GHG emissions data were revised in March 2023 to reflect corrected reporting for our Taunton facility from 2016-20. Our total energy consumption for those years is approximately 13% higher than originally reported, and our total Scope 1 and 2 GHG emissions are approximately 10% higher than originally reported. We identified the historical reporting error as part of our annual internal review processes, in consultation with third-party consultants.
	2-5	General Disclosures	External Assurance	We do not currently have external assurance on our ESG reporting.
ACTIVITIES AND WORKERS	2-6	General Disclosures	Activities, value chain, and other business relationships	Waters 2022 10-K
	2-7	General Disclosures	Employees	About Waters (pages 5 - 6) Diversity, Equity, and Inclusion (pages 28 - 31)
	2-8	General Disclosures	Workers who are not employees	From time-to-time, Waters engages contractors who are not employees in compliance with applicable national, state, and local laws and regulations.

GOVERNANCE

2-9	General Disclosures	Governance structure and composition	Our Approach to ESG (pages 7 – 10) Waters 2023 Proxy Statement Waters Board of Directors
2-10	General Disclosures	Nomination and selection of the highest governance body	Waters 2023 Proxy Statement Waters Nominating and Corporate Governance Committee Charter
2-11	General Disclosures	Chair of the highest governance body	Waters 2023 Proxy Statement Waters Board of Directors
2-12	General Disclosures	Role of the highest governance body in overseeing the management of impacts	Our Approach to ESG (pages 7 – 10)
2-13	General Disclosures	Delegation of responsibility for managing impacts	Our Approach to ESG (pages 7 – 10)
2-14	General Disclosures	Role of the highest governance body in sustainability reporting	Our Approach to ESG (pages 7 – 10)
2-15	General Disclosures	Conflicts of interest	Waters 2023 Proxy Statement
2-16	General Disclosures	Communication of critical concerns	Ethics Helpline (pages 39 - 40) Waters 2023 Proxy Statement
2-17	General Disclosures	Collective knowledge of the highest governance body	Waters 2023 Proxy Statement
2-18	General Disclosures	Evaluation of the performance of the highest governance body	Waters 2023 Proxy Statement
2-19	General Disclosures	Remuneration policies	Waters 2023 Proxy Statement
2-20	General Disclosures	Process to determine remuneration	Waters 2023 Proxy Statement
2-21	General Disclosures	Annual total compensation ratio	Waters 2023 Proxy Statement

STRATEGY, POLICIES AND PRACTICES	2-22	General Disclosures	Statement on sustainable development strategy	Our Approach to ESG (pages 7 – 10)
	2-23	General Disclosures	Policy commitments	Governance (pages 38 – 47) Waters Governance Documents Waters 2023 Proxy Statement
	2-24	General Disclosures	Embedding policy commitments	Governance (pages 38 – 47)
	2-25	General Disclosures	Process to remediate negative impacts	Governance (pages 38 – 47) Global Code of Business Conduct & Ethics
	2-26	General Disclosures	Mechanisms for seeking advice and raising concerns	Ethics Helpline (pages 40 - 41) Global Complaint Reporting Policy Waters 2023 Proxy Statement
	2-27	General Disclosures	Compliance with laws and regulations	Waters 2022 10-K
	2-28	General Disclosures	Membership of associations	We are members of several industry and trade associations, some of which are listed below: <ul style="list-style-type: none"> ▪ Analytical, Life Sciences & Diagnostics Association (ALDA) ▪ American Society for Mass Spectrometry (ASMS) ▪ Associated Industries of Massachusetts ▪ Boston College Center for Corporate Citizenship ▪ CDP Climate respondent ▪ Massachusetts Biotechnology Council ▪ Massachusetts High Tech Council ▪ New England Council ▪ Women in Manufacturing Association (WiM)
	2-29	General Disclosures	Approach to stakeholder engagement	Our Approach to ESG (pages 7 – 10) Waters 2023 Proxy Statement
2-30	General Disclosures	Collective bargaining agreements	Waters 2022 10-K	

Material Topics				
GRI 3: MATERIAL TOPICS 2021	3-1	Material Topics	Process to determine material topics	Our Approach to ESG (pages 7 – 10)
	3-2	Material Topics	List of material topics	Our Approach to ESG (pages 7 – 10)
	3-3	Material Topics	Management of material topics	Our Approach to ESG (pages 7 – 10)
Topic-Specific Disclosures: Economic				
GRI 201: ECONOMIC PERFORMANCE 2016	201-1	Economic Performance	Direct economic value generated and distributed	Waters 2022 10-K
	201-2	Economic Performance	Financial implications and other risks and opportunities due to climate change	Waters 2022 10-K
	201-3	Economic Performance	Defined benefit plan obligations and other retirement plans	Waters 2022 10-K
	201-4	Economic Performance	Financial assistance received from government	Waters 2022 10-K
GRI 203: INDIRECT ECONOMIC IMPACT 2016	203-1	Indirect Economic Impact	Infrastructure investments and services supported	Waters 2022 10-K
	203-2	Indirect Economic Impact	Significant indirect economic impacts	Philanthropy (pages 36 – 37)
GRI 204: PROCUREMENT PRACTICES 2016	204-1	Procurement Practices	Proportion of spending on local suppliers	Supply Chain Management (pages 43 – 45)
GRI 205: ANTI-CORRUPTION 2016	205-1	Anti-Corruption	Operations assessed for risks related to corruption	Governance (pages 38 – 47) Global Anti-Bribery & Anti-Corruption Compliance Policy
	205-2	Anti-Corruption	Communication and training about anti-corruption policies and procedures	Governance (pages 38 – 47) Global Anti-Bribery & Anti-Corruption Compliance Policy
	205-3	Anti-Corruption	Confirmed incidents of corruption and actions taken	Waters does not publicly disclose this information except as required by law.
GRI 206: ANTI-COMPETITIVE BEHAVIOR 2016	206-1	Anti-competitive Behavior	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Waters does not publicly disclose this information except as required by law.
GRI 205: ANTI-CORRUPTION 2016	207-1	Tax	Approach to Tax	Waters has not identified taxation as a material topic for ESG reporting purposes and does not publicly disclose tax obligations on a per-country basis except as required by law. Waters 2022 10-K

Topic-Specific Disclosures: Environmental

GRI 301: MATERIALS 2016	301-1	Materials	Materials used by weight or volume	Waters does not track the total weight or volume of materials used in our products and processes.
	301-2	Materials	Recycled input materials used	Advancing Product Sustainability (page 18)
	301-3	Materials	Reclaimed products and their packaging materials	Advancing Product Sustainability (page 18)
GRI 302: ENERGY 2016	302-1	Energy	Energy consumption within the organization	Energy Use and Greenhouse Gas Emissions (pages 20 - 21)
	302-2	Energy	Energy consumption outside of the organization	Waters does not measure energy consumption outside of our operational control.
	302-3	Energy	Energy intensity	Energy Use and Greenhouse Gas Emissions (pages 20 - 21)
	302-4	Energy	Reduction of energy consumption	Energy Use and Greenhouse Gas Emissions (pages 20 - 21)
	302-5	Energy	Reductions in energy requirements of products and services	Energy Use and Greenhouse Gas Emissions (pages 20 - 21)
GRI 303: WATER AND EFFLUENTS 2018	303-1	Water	Interactions with water as a shared resource	Water Use and Effluents (page 21 - 22)
	303-2	Water	Management of water discharge-related impacts	Water Use and Effluents (page 21 - 22)
	303-3	Water	Water withdrawal	Water Use and Effluents (page 21 - 22)
	303-4	Water	Water discharge	Water Use and Effluents (page 21 - 22)
	303-5	Water	Water consumption	Water Use and Effluents (page 21 - 22)

GRI 305: EMISSIONS 2016	305-1	Emissions	Direct (Scope 1) GHG emissions	Energy Use and Greenhouse Gas Emissions (pages 20 - 22)
	305-2	Emissions	Energy indirect (Scope 2) GHG emissions	Energy Use and Greenhouse Gas Emissions (pages 20 - 22)
	305-3	Emissions	Other indirect (Scope 3) GHG emissions	Energy Use and Greenhouse Gas Emissions (pages 20 - 21)
	305-4	Emissions	GHG emissions intensity	Energy Use and Greenhouse Gas Emissions (pages 20 - 22)
	305-5	Emissions	Reduction of GHG emissions	Energy Use and Greenhouse Gas Emissions (pages 20 - 22)
	305-6	Emissions	Emissions of ozone-depleting substances (ODS)	Energy Use and Greenhouse Gas Emissions (pages 20 - 22)
	305-7	Emissions	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not reported.
GRI 306: WASTE 2020	306-1	Waste	Waste generation and significant waste-related impacts	Waste Management and Recycling (page 21) Waters primary sources of non-hazardous waste are general office waste, single-stream recycling, food waste, scrap from manufacturing processes and end-of-life products, and e-waste. Our primary sources of hazardous waste are chemicals used in our laboratories and manufacturing processes.
	306-2	Waste	Waste by type and disposal method	Waste Management and Recycling (page 22)
	306-3	Waste	Waste generated	Waste Management and Recycling (page 22)
	306-4	Waste	Waste diverted from disposal	Waste Management and Recycling (page 22)
	306-5	Waste	Waste directed to disposal	Waste Management and Recycling (page 22)
GRI 308: SUPPLIER ENVIRONMENTAL ASSESSMENT 2016	308-1	Supplier Environmental Assessment	New suppliers that were screened using environmental criteria	Supply Chain Management (pages 43 - 44)

Topic-Specific Disclosures: Social

GRI 401: EMPLOYMENT 2016	401-1	Employment	New employee hires and employee turnover	Employee Engagement (page 28)
	401-2	Employment	Benefits provided to full-time employees that are not provided part-time employee to temporary or part-time employees	Compensation and Benefits (page 26)
	401-3	Employment	Parental leave	Compensation and Benefits (page 26)
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018	403-1	Occupational Health and Safety	Occupational health and safety management system	Health and Safety (pages 33 – 35)
	403-2	Occupational Health and Safety	Hazard identification, risk assessment and incident investigation	Health and Safety (pages 33 – 35)
	403-3	Occupational Health and Safety	Occupational health services	Health and Safety (pages 33 – 35)
	403-4	Occupational Health and Safety	Worker participation, consultation and communication on occupational health and safety	Health and Safety (pages 33 – 35)
	403-5	Occupational Health and Safety	Worker training on occupational health and safety	Health and Safety (pages 33 – 35)
	403-6	Occupational Health and Safety	Promotion of worker health	Health and Safety (pages 33 – 35)
	403-7	Occupational Health and Safety	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety (pages 33 – 35)
	403-8	Occupational Health and Safety	Workers covered by an occupational health and safety management system	Health and Safety (pages 33 – 35)
	403-9	Occupational Health and Safety	Work-related injuries	Health and Safety (pages 33 – 35)
	403-10	Occupational Health and Safety	Work-related ill health	Health and Safety (pages 33 – 35)

GRI 404: TRAINING AND EDUCATION 2016	404-1	Training and Education	Average hours of training per year per employee	Talent Development (pages 27 – 28)
	404-2	Training and Education	Programs for upgrading employee skills and transition assistance programs	Talent Development (pages 27 – 28)
	404-3	Training and Education	Percentage of employees receiving regular performance and career development reviews	Talent Development (pages 27 – 28)
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016	405-1	Diversity and Equal Opportunity	Diversity of governance bodies and employees	Diversity, Equity, and Inclusion (pages 29 – 32) Waters 2023 Proxy Statement
	405-2	Diversity and Equal Opportunity	Ratio of basic salary and remuneration of women to men	Diversity, Equity, and Inclusion (pages 29 – 32) Waters UK 2022 Gender Pay Gap Report Waters France 2022 Gender Equity Index Waters Ireland 2022 (Wexford) Gender Pay Gap Report
GRI 413: LOCAL COMMUNITIES 2016	413-1	Local Communities	Operations with local community engagement, impact assessments, and development programs	Philanthropy (pages 36 – 37)
GRI 414: SUPPLIER SOCIAL ASSESSMENT 2016	414-1	Supplier Social Assessment 2	New suppliers that were screened using social criteria	Supply Chain Management (pages 43 – 45)
GRI 415: PUBLIC POLICY 2016	415-1	Public Policy	Political contributions	Political Participation (page 46)
GRI 416: CUSTOMER HEALTH AND SAFETY 2016	416-1	Customer Health and Safety	Assessment of the health and safety impacts of product and service categories	Health and Safety (pages 33 – 35)
	416-2	Customer Health and Safety	Incidents of non-compliance concerning the health and safety impacts of products and services	Waters 2022 10-K
GRI 417: MARKETING AND LABELING 2016	417-1	Marketing and Labeling	Requirements for product and service information and labeling	Product Safety and Quality (pages 41 – 43)



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Waters Corporation
34 Maple Street
Milford, MA 01757

T: 1-508-478-2000
F: 1-508-872-1990
[waters.com](https://www.waters.com)