

Gender & ethnicity 2025 pay gap report



About Oxford Instruments

Oxford Instruments provides academic and commercial organisations around the world with market-leading scientific technology and expertise. We specialise in three key market segments: Materials Analysis, Healthcare & Life Science, and Semiconductors.

Innovation is the driving force behind our growth and success. Our technology and scientific expertise enables our customers to discover and bring to market exciting new advances that drive human progress. Our core purpose is to accelerate the breakthroughs that create a brighter future for our world.

Founded in 1959 as the first technology business to be spun out from the University of Oxford, Oxford Instruments is now a global company listed on the FTSE 250 Index of the London Stock Exchange.

With a presence in 23 countries and with more than 2,200 employees around the world at the April 2025 snapshot date, we take our responsibilities to each other and to all our stakeholders extremely seriously. We are committed to creating a supportive and collaborative working environment with inclusion at its heart.



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INTRODUCTION

Ensuring equity of opportunity

At Oxford Instruments, we have an ambitious purpose: to accelerate the breakthroughs that create a brighter future for our world. To deliver it, we need to create a culture that attracts the most talented people to build their careers here. It's also crucial that we foster innovation, productivity, and good decision making – all qualities which are known to thrive in a diverse and inclusive workplace, and which we encourage through our ways of working.

We strive to create best-in-class workplaces that reflect the world we see outside our business.

We are committed to ensuring equity of opportunity at every level throughout the company, so that talented individuals can fulfil their potential, whatever their personal circumstances and characteristics.

In common with many science and technology companies, and reflective of our external talent pools, we continue to have a significant imbalance between the number of men and women in our workforce.

We continue to make progress in improving the gender balance in our senior managerial and technical positions. Our mean pay gap is down more than one and a half percentage points, and a higher proportion of women are now in the highest pay quartiles than previously. We're heading in the right direction, but we acknowledge there is still work to be done.

Richard Tyson
CEO

Sarah Hamilton-Hanna
Chief HR Officer



GENDER PAY GAP DATA

Reporting our progress

Gender pay gap legislation has required employers in Great Britain with at least 250 employees to publish data on their gender pay gap on an annual basis since 5 April 2017.

This is our ninth annual Gender Pay Gap report, based on data from April 2025.

One Oxford Instruments Group company is captured by the legislation: Oxford Instruments Nanotechnology Tools Limited ("OINTL"), which on the reporting date had 818 employees across our High Wycombe, Tubney and Severn Beach sites.

We also measure and report on our ethnicity pay gap (see ↗ pages 10-11). Having invited colleagues to self-report their ethnic identity, we now have sufficient data to be able to report both the proportion of employees in the UK who belong to an ethnic minority and any pay gaps that exist. We are committed to doing so, and to building a more comprehensive set of data in order to understand where we need to take action.

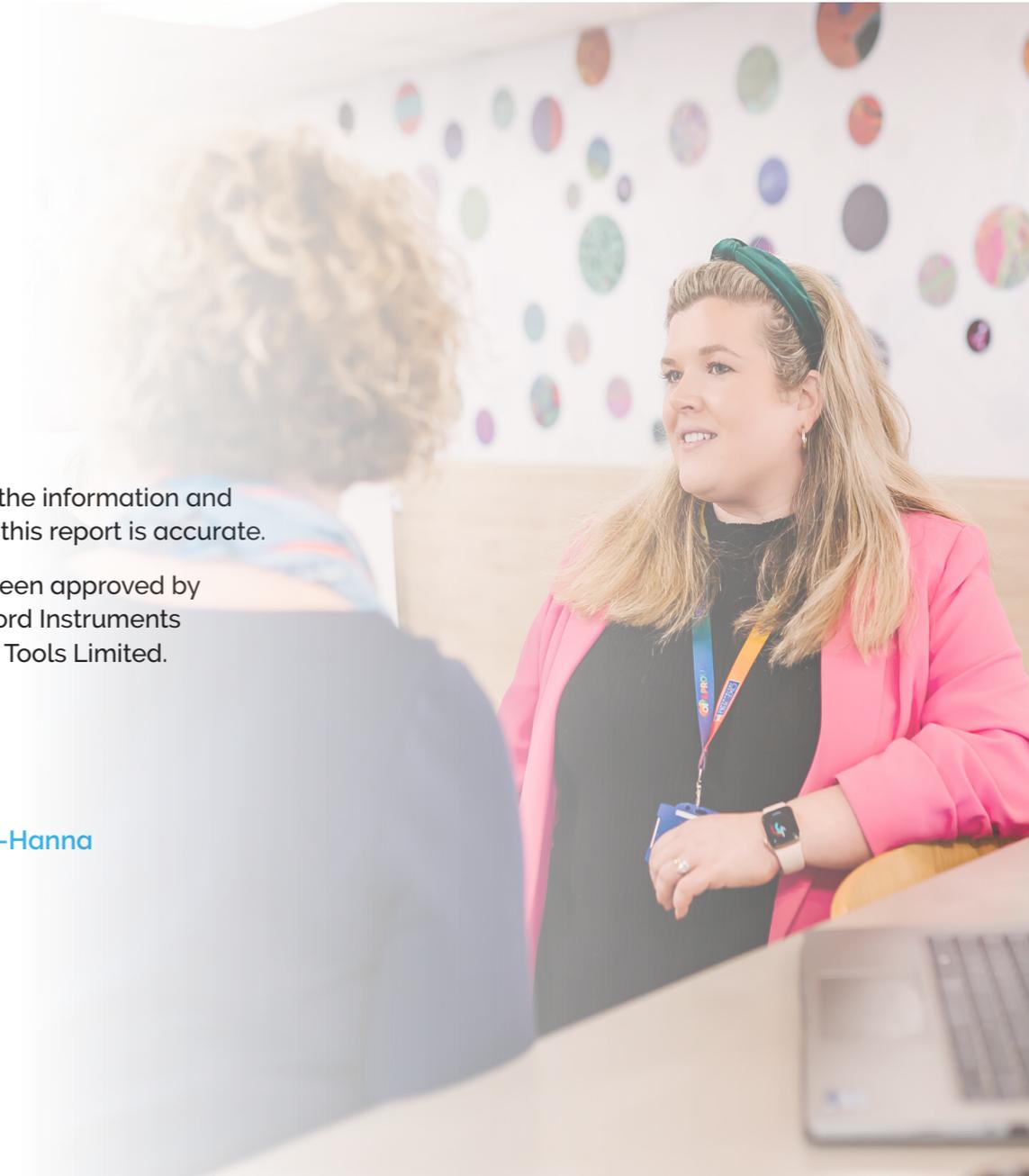
Declaration

We confirm that the information and data provided in this report is accurate.

This report has been approved by the Board of Oxford Instruments Nanotechnology Tools Limited.

Richard Tyson
CEO

Sarah Hamilton-Hanna
Chief HR Officer



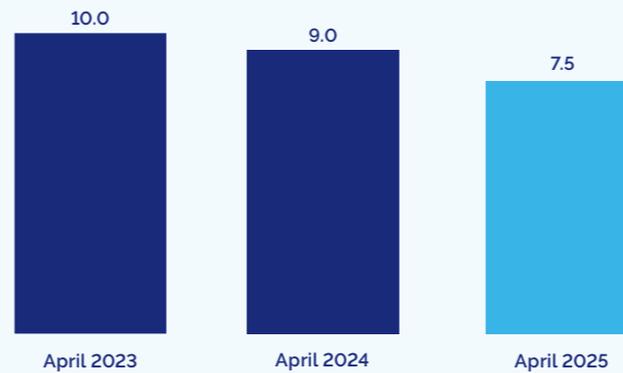
GENDER PAY GAP DATA

Oxford Instruments Nanotechnology Tools Limited ("OINTL") employees

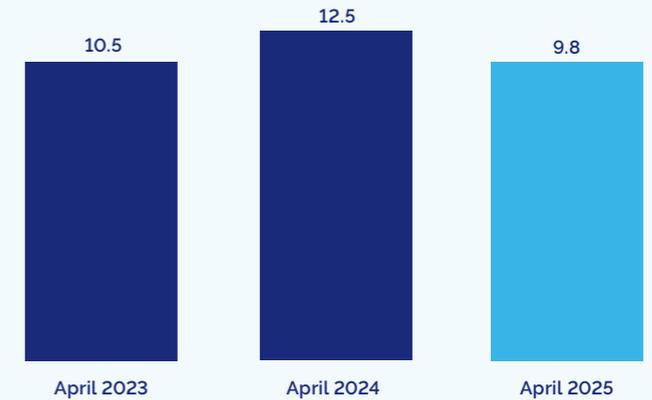
In 2025, our mean pay gap within OINTL was 7.5%, a decrease from last year's 9.0%. Our median pay gap has also decreased – by 2.7% – year on year, from 12.5% in 2024 to 9.8% in 2025. Factors contributing to these outcomes are set out on [page 7](#).

In 2025 our mean bonus pay gap within OINTL decreased to 12.0% and our median bonus pay gap was 4.6%.

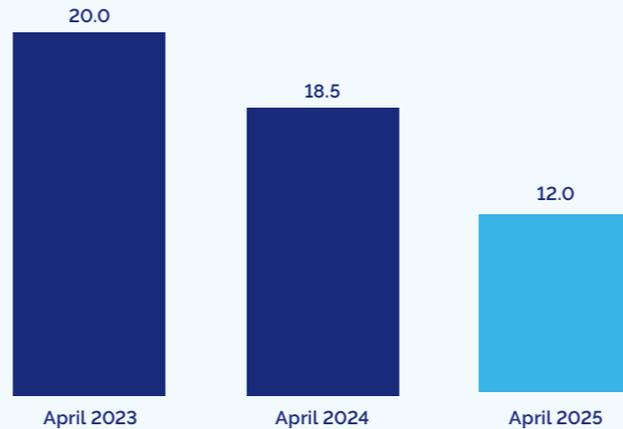
OINTL mean pay gap (%)



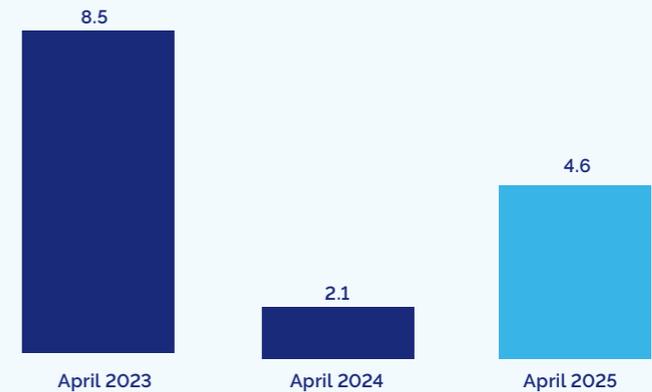
OINTL median pay gap (%)



OINTL mean bonus pay gap (%)



OINTL median bonus pay gap (%)

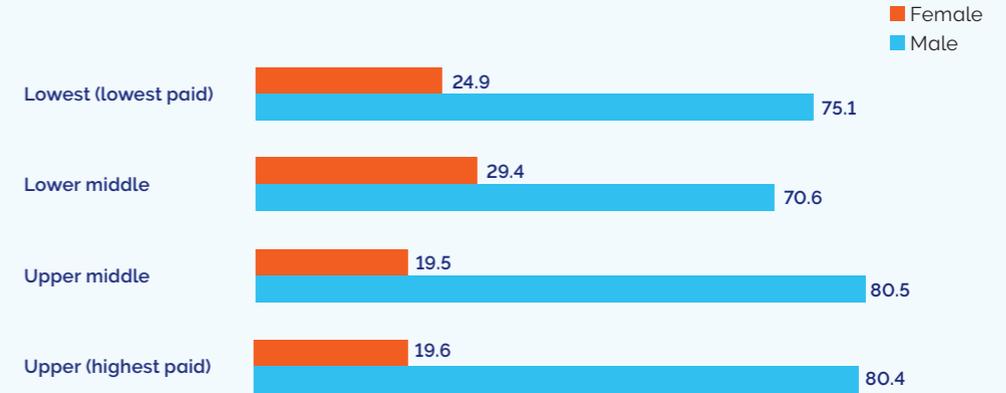


GENDER PAY GAP DATA (continued)

Gender distribution of employees at each pay quartile

We are pleased to note that this year's data reflects our efforts to attract more women into leadership roles and specialist professional disciplines. We have again seen positive movement, with a higher proportion of our women in the highest paid quartile (19.6% versus 16.4% last year) and a reduction in the proportion of women in the lowest paid quartile (24.9% versus 27.5% last year). This improvement is also replicated in our overall UK workforce analysis.

OINTL Gender distribution of employees at each pay quartile (%)



OINTL % gender distribution employees



What is our gender balance?

The workforce of OINTL constituted 77% men and 23% women, broadly in line with our overall UK workforce (76% men and 24% women) and the proportion of women across the UK in core STEM professions.¹

Between 1 April 2024 and 31 March 2025, our inclusive recruitment practices delivered encouraging progress, with women accounting for 28% of new hires and one third (33%) of those women joining technical, production, software engineering and sales roles, which have historically been male dominated.



ANALYSIS

Why do we have a gender pay gap?

Science and technology companies have historically had predominantly male workforces, and Oxford Instruments is no exception.

The lower proportion of women holding specialist scientific and engineering roles at Oxford Instruments, in common with many similar companies, has led to an imbalance in representation. We have a disproportionately high number of women in administrative roles, and more men in more specialist roles which tend to attract a higher salary.

We continue to take action to attract more women into technical and scientific roles, as set out on [page 8](#). Alongside this, our growing recognition and development of our capabilities in professional disciplines, where women hold a higher proportion of roles, is helping to redress imbalances in pay.



ANALYSIS (continued)

Closing the gap

What are we doing to close the gap and achieve a more balanced workforce?

Our focus is on achieving a fully inclusive and representative workforce, where everyone feels valued and all employees have the opportunity to develop their career to reach their full potential, right across our business units and the regions where we operate.

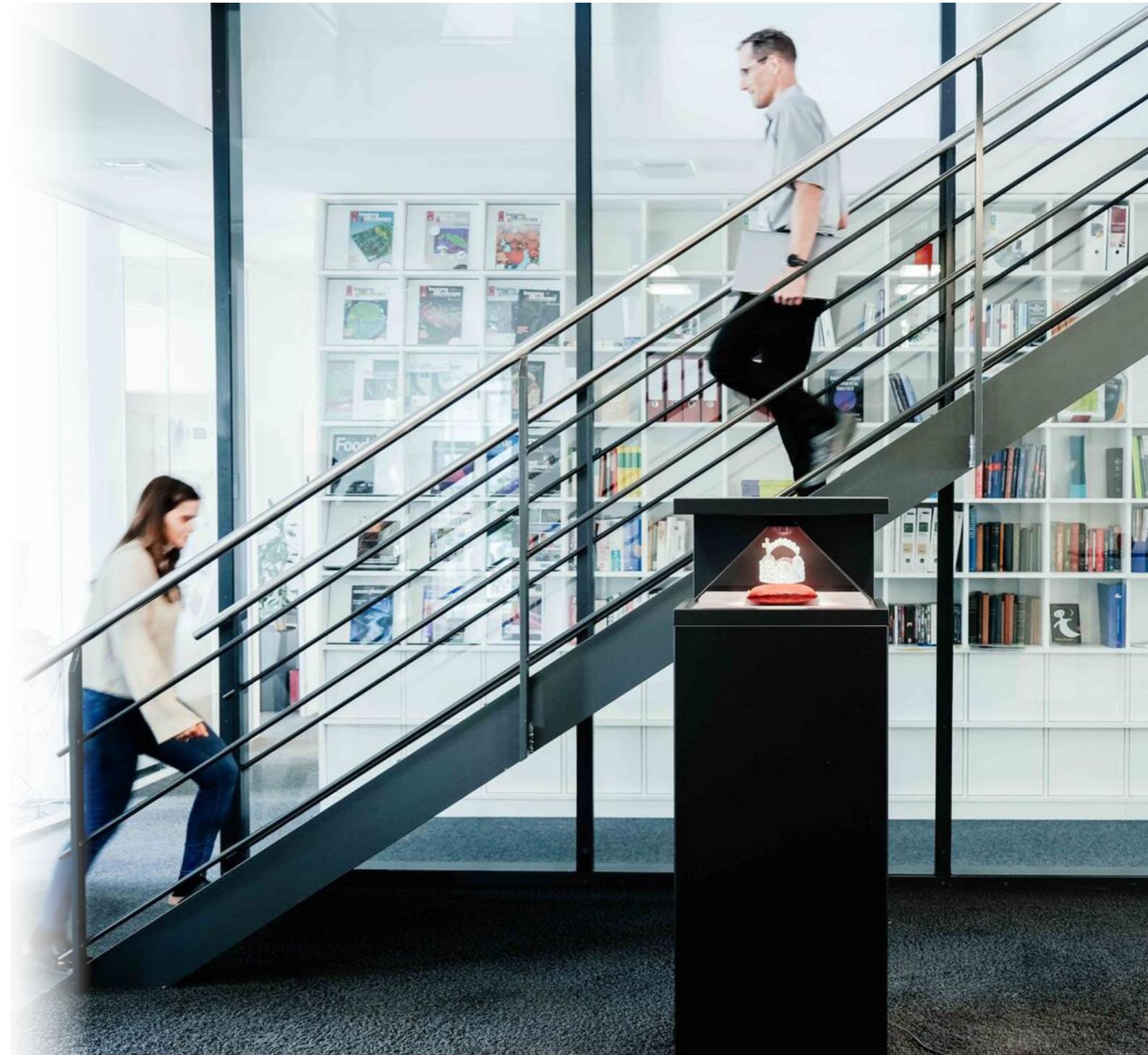
We are determined to address our gender pay gap, and recognise that the primary way we will do so is by recruiting more women into specialist technical roles and leadership roles, which attract higher salaries. This will take time, but we are making progress.

We are also committed to achieving a better gender balance right across our workforce, to make it more reflective of our communities.

Processes and policy

Through our business processes, we seek to ensure that everyone is treated equitably, and we are continuing to review our policies to ensure they are inclusive by design. We recognise that not everyone starts from the same place, and that sometimes additional action is needed to support employees to reach their potential.

Our pay review and performance calibration processes are designed to ensure equity.



ANALYSIS (continued)

Processes and policy continued

We operate a hybrid working policy, which helps employees to better balance their work and personal commitments. We offer flexibility in both where and when we work, to enable individuals to perform at their best, working closely and collaboratively with colleagues, and meeting the needs of our customers and teams around the world. This is a key area of focus for us. One example of inclusivity by design is our shift-working offering, through which colleagues can choose to work set shifts on a permanent basis, rather than the more typical shift rotation seen in manufacturing environments. Our benefits offering also seeks to be inclusive. All employees have access to an employee assistance programme with free, confidential advice and support with personal and family matters, as well as workplace issues. Private healthcare is offered to all employees, together with the option to extend cover to their families. Further benefits include life assurance, income protection and the ability to purchase additional

annual leave and even extended leave up to 12 weeks. We also have an enhanced maternity offering, with the first 18 weeks of maternity leave paid at full pay.

We regularly conduct global employee engagement surveys and feedback sessions to find out more from our employees about their experiences of working for Oxford Instruments, which helps to inform updates to our processes and policies.

STEM and wider educational outreach

Our focus on building a diverse workforce does not begin at the point of hiring. We believe we have a responsibility to work with children and young people in our local communities to show how exciting and fulfilling careers in STEM can be. Our sites run a range of outreach programmes including school visits, work experience programmes and industrial post-doctoral placements, which allow students the opportunity to gain meaningful industrial experience.

Recruitment

Our approach to recruitment includes the use of technology to ensure that the language used in job advertisements is free from gender bias. We provide e-learning for hiring managers, and carry out training on interview and selection techniques.

In line with our commitment to building a diverse workforce, we are targeting 100% balanced shortlists for recruitment (defined as including at least one candidate from a group currently underrepresented at Oxford Instruments). In the reporting year, we achieved 86% balanced shortlists, up from 84% last year.

Developing talent

Recruiting more women is just one part of the story – we need to ensure that we make Oxford Instruments a great place to stay and build a long-term career.

To that end, we offer a wide range of training and development opportunities, including manager-led learning and bespoke leadership training. In FY2024/25, women accounted for 40% of delegates on our Foundations programme, level with the previous year, and 41% of our Leadership programme, up from 34%.

Throughout Oxford Instruments we actively seek to support high-performing, high-impact women, offering mentoring and proactively identifying opportunities for promotion and progression.

We also offer opportunities to pursue external qualifications in parallel with paid work, through apprenticeships and degree placements.

Fostering inclusion

We are committed to being an inclusive workplace, where everyone feels able to be their authentic self at work.

Through internal communications and events, we seek to inform, support and celebrate diversity at key moments such as awareness days and months. On International Women's Day 2025, inspirational speaker Adriana Brownlee, the Guinness World Record holder as the youngest woman to summit all 14 8,000m peaks, led a well-attended event at our High Wycombe site which was streamed live to all sites globally.

ETHNICITY PAY GAP DATA

Doing the right thing

This is our third year of reporting on our ethnicity pay gap. We do so voluntarily, because we believe it is the right thing to do, and because we now have sufficient data to be able to report with clarity.

All colleagues have been invited to self-report their ethnicity; 96% of our UK employees have now done so. We continue to encourage disclosure, to support our understanding and inform our actions.

The data shows that in April 2025, 13% of the 1,177 colleagues working for Oxford Instruments in the UK identified as being part of an ethnic minority group, an increase of 1% from the previous year. Across our UK operations our aim is for our workforce to be representative of the communities in which we operate.

Our analysis shows that there was an ethnicity pay gap in mean and median pay across our UK workforce.

The mean gap was 12%, while the median gap was 1.4%. The gap in both measures was reduced versus the previous year (by 3.2% and 1.1% respectively). This was largely helped by an increase in representation in the highest pay quartile.

We are committed to ensuring equity of opportunity and remuneration.

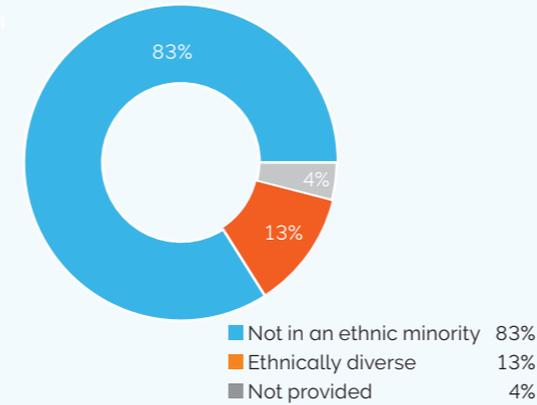


ETHNICITY PAY GAP DATA (continued)

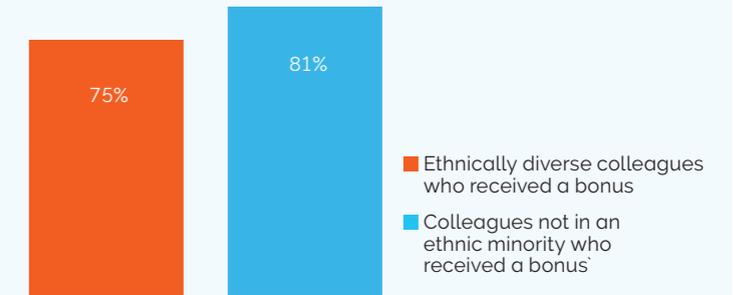
We are signatories of Business in the Community's Race at Work charter, which includes commitments to zero tolerance of harassment and bullying, to capturing ethnicity data and publicising progress, to taking action to support Black, Asian, Mixed Race and other ethnically diverse career progression, and to recognition that equity, diversity and inclusion is the responsibility of all leaders and managers.



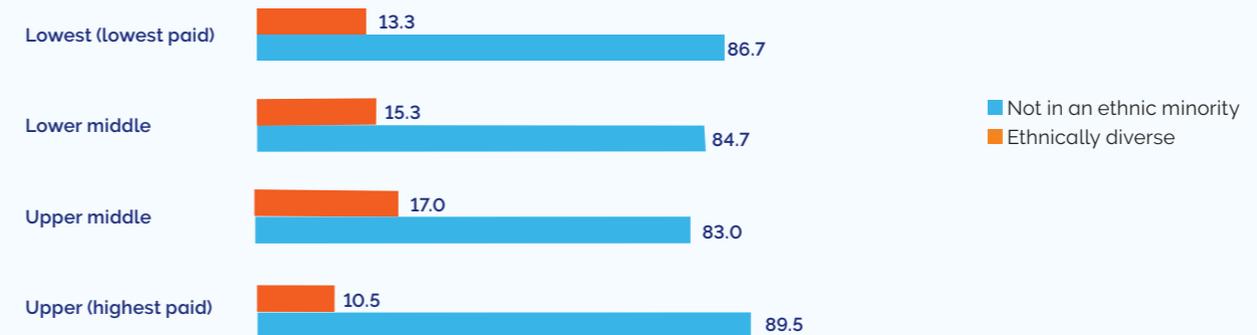
Ethnic diversity of UK employees (%)



Bonus data – ethnicity



Ethnic diversity of UK employees at each pay quartile (%)



OUR BOARD

Board-level representation

Our Board recognises that diversity, in its broadest sense, encompassing gender, religion, ethnicity and age, alongside other factors such as personality and background, is a crucial element in creating an effective and successful organisation.

The Board actively considers issues of gender and ethnic diversity when reviewing its composition and is committed to sustaining and improving female and ethnic minority representation.

We currently surpass the target set out in the FTSE Women Leaders Review, which calls for 40% female representation on boards by the end of 2025, with women holding three of our seven Board positions, representing 43%, as of March 2025.

Whilst the Board does not currently meet the target set in the Parker Review to have at least one Board member from an ethnic minority, it intends to take active steps to address this at the next possible opportunity.

We also strive for a meaningful gender balance in the Board's activities. Our Senior Independent Director is female, and two of our committee chair roles are held by women.

When recruiting new directors, the Nomination Committee engages only search firms who have signed up to the Voluntary Code of Conduct for Executive Search Firms on gender diversity and best practice, in line with the FRC Guidance on Board Effectiveness.

The members of our Board are:

Neil Carson, Chair

Richard Tyson, CEO

Paul Fry, CFO

Alison Wood,
Senior Independent Director

Rowena Innocent,
Non-Executive Director

Hannah Nichols,
Non-Executive Director

Sir Nigel Sheinwald,
Non-Executive Director



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