



UNITED KINGDOM

**Gender Pay Gap Report
2024**

Foreword

At Thermo Fisher Scientific, we are dedicated to ensuring equal pay for equal work and fully support the advancement of equality through gender pay gap reporting. This commitment is deeply embedded in our values, as we believe that fostering a culture of diversity, inclusion, and equity is crucial for our colleagues to feel safe, perform at their best, and contribute to the sustained success of our business.

Transparency in pay allows us to identify the underlying inequalities that contribute to our gender pay gap. We are steadfast in our determination to achieve continuous improvement and significantly narrow these gaps. Our diversity and inclusion philosophy, anchored by our Company vision, plays a pivotal role in this effort.

Gender pay reporting involves comparing the pay received by all females to that received by all males, regardless of role or seniority. Therefore, it is possible to pay women and men fairly and still have a gender pay gap.

We are confident that we compensate all our colleagues fairly for the same work, based on their skills, experience, and performance. This practice is not only the right thing to do but is also essential for retaining and attracting our diverse talent.

In this report, we detail the targeted and consistent actions we have taken to enhance overall equity. These actions include reviewing hiring practices, improving leadership and development opportunities, and enhancing our policies. We are proud of the progress we have made and the opportunities we have created for our colleagues. However, we recognize that there is still more work to be done. We remain committed to our ambition of becoming one of the world's most admired companies, built on the foundation of an inclusive and diverse working environment.



B.A. Nimmo
Senior Director, HR UK & Ireland

Methodology

We confirm that our gender pay gap calculations are accurate and meet the statutory requirements of Thermo Fisher Scientific in line with the methodology set out in The Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

This report contains Thermo Fisher Scientific's statutory disclosure of the gender pay gap for our businesses within the UK. All companies with 250 or more colleagues are required to publish their gender pay gap, sharing their percentage of female colleagues and the difference in mean and median pay between women and men.

About us

Thermo Fisher Scientific Inc. (NYSE: TMO) is the world leader in serving science, with annual revenue of approximately \$40 billion. Our Mission is to enable our customers to make the world healthier, cleaner and safer. Whether our customers are accelerating life sciences research, solving complex analytical challenges, increasing productivity in their laboratories, improving patient health through diagnostics or the development and manufacture of life-changing therapies, we are here to support them. Our global team delivers an unrivaled combination of innovative technologies, purchasing convenience and pharmaceutical services through our industry-leading brands, including Thermo Scientific, Applied Biosystems, Invitrogen, Fisher Scientific, Unity Lab Services, Patheon and PPD.

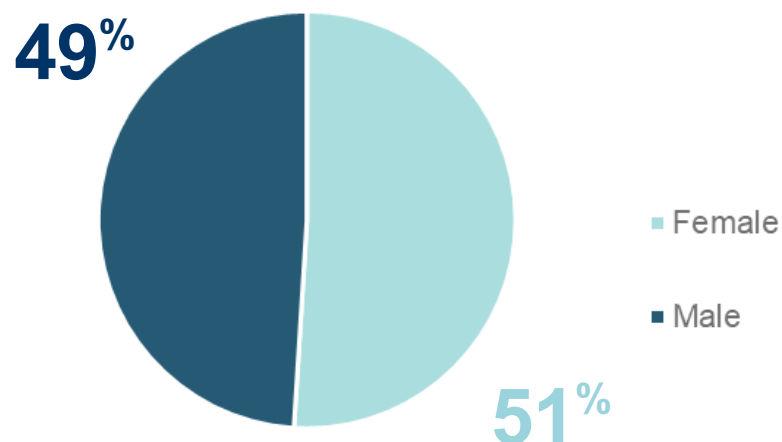
 For more information, please visit **thermofisher.com**

Thermo Fisher Scientific - Our data

Gender pay gap reporting

Gender pay gap reporting is a UK specific requirement, Thermo Fisher Scientific employs more than 6,500 people across the legal entities covered by these regulations within the UK.

The gender pay gap is the difference between the pay received by all females within the reporting entity expressed as a percentage of male earnings. It does not reflect the differences in the roles being performed, or the individual expertise and other factors which legitimately impact the way in which different colleagues are paid.



Gender pay gap and equal pay

Having a gender pay gap does not mean that men and women are not receiving equal pay. Paying our colleagues fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. Our global reward structure is reviewed on an ongoing basis to ensure that there is no unfair gender or other bias in how colleagues are paid.

Our pay gap is not a result of equal pay concerns, we are confident that men and women across our organisations are paid equally for doing the same job with regard to their specific role, seniority, responsibilities, skills and experience and other factors that properly affect pay. Our gender pay gap exists largely due to an imbalance between females and males in terms of seniority and specialisms.

Figure 1. UK colleagues gender split. Female to male ratio across our nine reportable entities in the UK. 6504 colleagues in total, as of 5th April 2024.

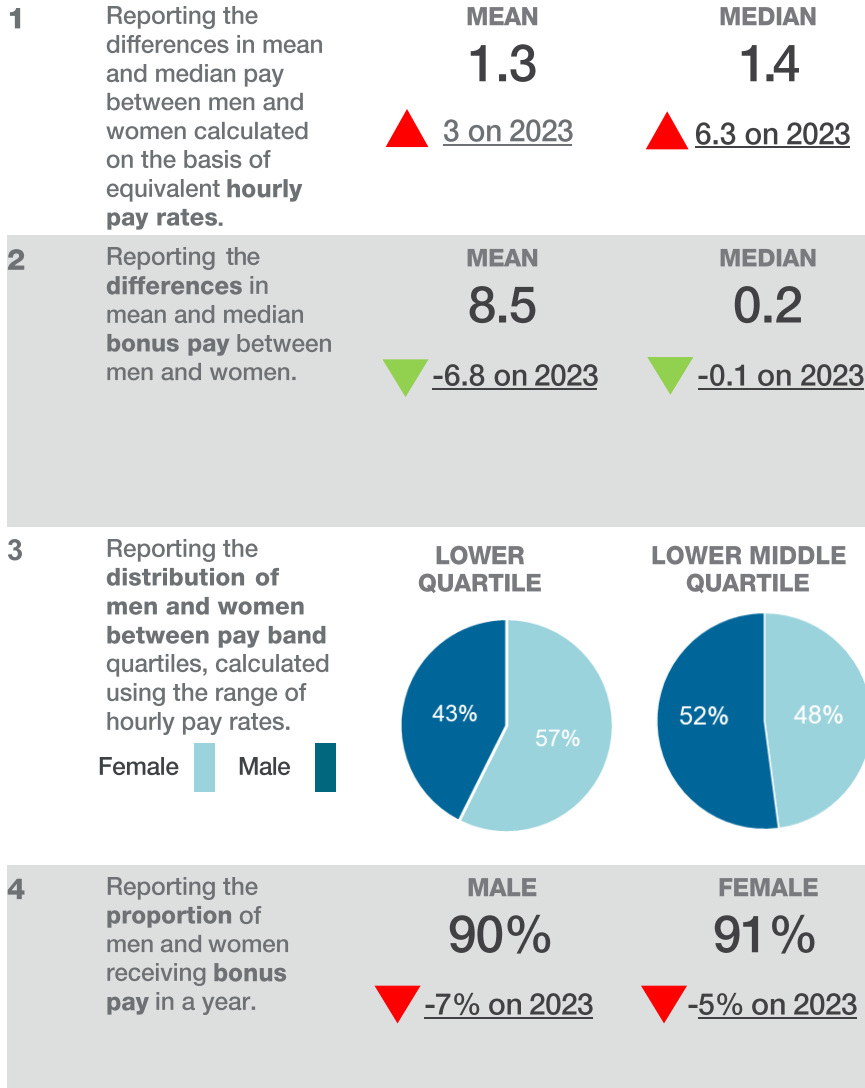
The gender pay gap – our results

At Thermo Fisher Scientific, we are committed to fostering an inclusive environment by promoting diversity among our colleagues.

This year we have seen a small increase in our overall mean and median gender pay gap. We believe this is largely due to changes in our employee profile as the company dynamic continues to change through acquisition, organic growth and reorganisation to drive growth and best serve our customers.

We continue to make choices and take actions underpinned by our Diversity and Inclusion strategy to narrow the gender pay gap. We firmly believe that the targeted, consistent, improvements we are undertaking will contribute to the narrowing of the gender pay gap over time. For example, progressive people policies and our gender diverse approach to recruitment processes.

We are confident that our gender pay gap is largely influenced by the representation of women in senior and specialist positions, not by pay disparity. We recognise that specialist skillsets can demand varied salary levels, so the potential for significant differences in salary in a specialist skill-based organisation like ours will exist. We are dedicated to closing the gender pay gap across all of our reportable entities by remaining steadfast in our commitment to deliver sustainable and effective change to achieve gender parity.



Summary for Thermo Fisher Scientific

Thermo Fisher Scientific employs 6504 people across nine different legal entities covered by the regulations within the United Kingdom. Thermo Fisher Scientific is, therefore, required to publish data for nine separate business entities. Detailed below is the aggregate results for those nine entities, with the full breakdown for each applicable business entity.

Business reportable entities	No. of relevant colleagues in each entity	Proportion female male colleagues in each business entity (F M)	MEAN Hourly pay difference between male and female colleagues (%)	MEDIAN Hourly pay difference between male and female colleagues (%)	Proportion female male in lower quartile pay band (F M)	Proportion female male in lower middle quartile pay band (F M)	Proportion female male in upper middle quartile pay band (F M)	Proportion female male in upper quartile pay band (F M)	MEAN Difference in bonus payment between female and male colleagues (%)	MEDIAN Difference in bonus payment between female and male colleagues (%)	Proportion female male receiving bonus pay (F M)
Fisher Clinical Services UK Ltd	662	46% 54%	1.2	-2.4	50% 50%	40% 60%	50% 50%	46% 54%	22.2	-8.10	96% 96%
Fisher Scientific UK Ltd	651	47% 53%	8.4	7.9	55% 45%	47% 53%	44% 56%	42% 58%	15.1	35.3	60% 51%
Life Technologies BPD UK, Ltd	319	28% 72%	-0.3	3.8	34% 66%	24% 76%	25% 75%	29% 71%	0.4	-16.7	96% 92%
Life Technologies Limited	1,487	47% 53%	7.7	5.7	55% 45%	45% 55%	47% 53%	43% 57%	4.2	-1.5	94% 95%
Oxoid Ltd	409	46% 55%	7.6	-2.0	44% 56%	46% 54%	45% 55%	47% 53%	12.5	-35.2	90% 92%
Thermo Electron Manufacturing Ltd	355	31% 69%	1.8	-3.4	40% 60%	24% 76%	33% 67%	28% 72%	5.3	-8.5	96% 98%
Patheon UK Limited	454	40% 60%	4.8	9.2	56% 44%	36% 64%	36% 64%	33% 67%	-16.5	7.8	96% 92%
PPD Global Ltd.	1,368	69% 31%	2.8	-0.8	73% 27%	65% 35%	73% 27%	66% 34%	17.0	3.2	95% 95%
The Binding Site Group Limited	799	56% 44%	19.6	9.6	67% 33%	60% 40%	57% 43%	42% 58%	50.0	2.8	94% 96%
Total across nine reportable entities	6,504	51% 49%	1.3	1.4	57% 43%	48% 52%	51% 49%	46% 54%	8.5	-0.2	91% 90%

Table 1. Aggregate Results For Required Legal Entities. Data sourced: 5th April 2024

COLLEAGUE SPOTLIGHT

Developing women leaders

Sam Liken

Formulation Manufacturing Supervisor

Sam began her career with an undergraduate degree in Chemical Engineering, followed by a postgraduate degree in Advanced Chemical and Process Engineering. Her first job was at a pharmaceutical site in London in a graduate engineering placement, eventually becoming a Site Process Engineer.

In 2019, Sam joined Thermo Fisher in Swindon as a Lead Engineer before transitioning into the Quality function, then later moving back to the Engineering team as a Technical Support Engineer. Sam was promoted to New Product Introduction Engineer and more recently was promoted to Senior Process Specialist, where she is leading a team of technical support staff.

Throughout her career, Sam has developed skills in practical process improvement (PPI), people management, risk assessments, and communication. Managing a team for the first time at a young age in a male-dominated environment was challenging for Sam, but was supported with the training and support from her colleagues. Not being afraid to ask for help and admitting when she doesn't know something has been crucial in her development.

Driven by a desire to learn and take on new challenges, Sam used Thermo Fisher's open projects and leadership support to explore opportunities outside her main duties. She co-leads the intern development program, which allows her to interact with different departments and guest speakers, further fueling her passion for continuous learning.

Sam has been actively involved in Business Resource Groups (BRGs) like the Community Action Council and Women in STEM (WiSTEM), participating in training, development, and community outreach. Mentoring has also been significant in her career, both as a mentor and a mentee.



“Thermo Fisher has provided numerous growth opportunities. The collaborative environment and colleagues' willingness to share knowledge have been instrumental in my progression. Being part of the intern program and inspiring the next generation of engineers and technical professionals has been particularly rewarding. Overall, Thermo Fisher offers a supportive and enriching environment, making it a great place to work.”

COLLEAGUE SPOTLIGHT

Developing women leaders



“ The opportunities I have been given to flourish in my career have been immensely rewarding. The ever-changing landscape of the industry has provided me with continuous learning experiences, and I am privileged to have received the support necessary to develop into my current position. I find great satisfaction in the daily learning process, embracing the notion that every day is a school day. Additionally, I appreciate the diversity within the company, which helps keep me motivated and driven to deliver exceptional results.

Laura Mark

Senior Director, Project Management - Labs

Laura joined PPD in January 2013 as a Project Manager within the Central Lab team. After two years, Laura advanced to Senior Project Manager and then a few years later made the transition into a people manager role as Manager of Project Management supporting the EU team. In her management capacity, Laura progressed through the ranks to become Senior Manager of the EU team. She then moved into Associate Director within our Central Laboratories Lab Partnership team where she was focusing on some of our key clients. In this position, Laura was then promoted to Director of Lab Partnerships. In April 2024, she moved into her current position as Senior Director of the Global Project Management team within Clinical Research.

The COVID-19 pandemic presented a significant challenge for Laura, as the workload increased substantially while having two young children at home during lockdown. This period was difficult for many, but it taught her to develop her multitasking skills to the next level and focus on the balance between work responsibilities and home life. Additionally, it strengthened her commitment to contributing to the improvement of healthcare.

Participating in several COVID-19 studies was an incredibly rewarding experience and she will always be proud of the achievements we shared as a company.

Laura recently participated in a preferred provider bid for lab services for a high-profile client. Securing this win was critically important for the business, and she was delighted to have the opportunity to collaborate with some of our key leaders and contribute to this effort.

Diversity and Inclusion

At Thermo Fisher Scientific, Diversity & Inclusion (D&I) is a core capability and a direct expression of our 4i Values—Integrity, Intensity, Innovation, and Involvement. It supports our vibrant and inclusive culture and is embedded in how we lead, make decisions, and deliver on our Mission to enable our customers to make the world healthier, cleaner, and safer.

We recognize that welcoming and supporting diversity of thought and perspectives fosters an inclusive workplace that harnesses the full value of our global workforce. The Company's 2030 Vision aims to build "an incredibly talented global team that brings diverse perspectives, collaborative energy, and a passion to excel every day." Achieving this goal requires a culture where colleagues feel inspired to contribute with purpose and passion.

Our D&I focus is on creating an environment where every colleague can do their very best work. We are cultivating a culture where everyone has equal opportunities to achieve their full potential—supported by inclusive behaviours, equitable systems, and fair decision-making across every level of the organization. This environment empowers colleagues to contribute, collaborate, and innovate, driving sustained success for our organization and the communities we impact.

As we continue our journey toward our 2030 Vision and our goal of being one of the world's most admired companies, our Business Resource Groups (BRGs) remain an important investment in our

"Our BRGs are company-supported groups of colleagues, drawn together by common interests, who want to enhance our company's growth and culture."

Our BRGs elevate diverse voices, build community, foster knowledge sharing, and help us attract and retain talent. They also provide leadership development, mentoring, and opportunities that extend well beyond the BRGs themselves—enriching the broader Thermo Fisher culture and advancing our shared commitment to belonging.

Marc N. Casper – Chairman, President and CEO

Our BRGs



Some of our UK activities include:

Wear it Green Day (Mental Health Awareness Week); Newsletters; Bake Sale (Breast Cancer Awareness); World Menopause Day Webinar; Day of Pink (Breast Cancer Awareness Month); Self Defence Course (Personal Safety for Women); Donations & many more!

Our Women's Empowerment BRG

The Women's Empowerment BRG brings our 4i Values to life by fostering an inclusive culture where women are supported to thrive and achieve their full potential. In alignment with Thermo Fisher Scientific's commitment to being one of the world's most admired companies, the BRG advances the inclusion, development, and leadership of women creating an environment where women have equal opportunities to be recruited, valued, developed, empowered, retained, and promoted around the world.

- **4 UK chapters & 40+ members**
- **90 chapters & 3000+ members worldwide**



Belonging Week

At Thermo Fisher, we value the power of diverse talents, backgrounds, and experiences, and we strive to foster an environment where everyone feels a sense of belonging and can thrive. By embracing inclusion and promoting belonging, we create the optimal conditions to win together.

Each year for a week in September, we bring teams from around the world together to celebrate Belonging Week. Our theme for 2024 was "Winning Together." This event provides a meaningful opportunity for our colleagues to unite, learn, and celebrate our 4i Values and our culture of belonging. With the support of our Belonging Ambassadors, local sites can raise awareness among teams and plan strategic and impactful activities that focus on the Company's Mission, careers, connections, and fostering a sense of belonging.

In the UK, we hosted a variety of engaging activities to enhance our Belonging Week celebrations. These included free coffee and tea, networking sessions, Q&A with mid-level managers, food tastings, bingo, making connections webinars, game competitions, baby photo contests, and career development sessions. These activities not only provided fun and relaxation but also helped our colleagues to connect, share experiences, and grow together.

“ In its fourth year, [...] our theme [in 2024] was **Winning Together**, a timely focus considering our recognition earlier this year from Fortune as one of the World's Most Admired and Most Innovative Companies. I continue to be inspired by our incredibly talented team, interconnected across businesses and working collaboratively to leverage the full breadth of our capabilities and am confident that together our future is bright.

Each day during Belonging Week we focused on the key priorities based on Employee Involvement Survey (EIS) feedback. The end of the week focused on the importance of Belonging.

We have an incredible Mission that inspires us every day and amazing colleagues who continue to bring their best to work.

Peter Kim—VP, Culture and Counsel



Embracing an Inclusive Culture

We are pleased that our commitment to inclusion continues to be recognized externally and are privileged and honoured to have achieved recognition for this, amongst which are:



Listed on Fortune's World's Most Admired Companies.



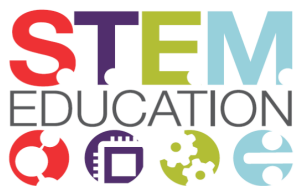
A score of 90% on the Disability Equality Index issued by Disability:IN.

Why STEM education is so important

As we continue to navigate the competitive landscape of the scientific industry, one of our foremost commitments remains investing in opportunities for women in STEM (Science, Technology, Engineering, Mathematics). We do this by dedicating time throughout the year to our unique hands-on STEM Education Programmes. These events are held in schools or at Thermo Fisher sites around the UK and bring together different teams within Thermo Fisher to engage with pupils to educate them on the world of STEM.

During 2024, the number of STEM events as well as the number of participants exceeded our expectations. Our Thermo Fisher Corporate Social Responsibility online network provides a variety of ideas and resources that volunteers can use for their sessions including 'Family Science Afternoon', 'Science Workshops' and 'Stem Activity Boxes' / 'Chemistry of slime' to 'Strawberry DNA extraction'.

By engaging students in STEM from an early age, we empower them to pursue careers in these dynamic fields, driving progress and innovation in society. Encouraging women in STEM not only diversifies the field but also addresses gender disparities, fostering a more inclusive and equitable environment.



Where we are headed

We are committed to creating a genuinely inclusive culture for our colleagues, tackling the barriers that prevent them from thriving, where everyone feels included and valued, and an environment is fostered where there is always equal opportunity to develop personally and professionally.

There are a number of steps we are taking to improve equal opportunities which we expect will deliver fair treatment and promote fair pay for women in the UK over time, including:



Strengthen our diverse and inclusive culture

We will continue to foster an inclusive environment where all talent can thrive. We firmly believe that our colleagues should feel free to be themselves, feel respected and valued so they can do their best work. It is who we are as an employer and at the core of our D&I strategy is accountability, shared by all of our colleagues in our journey towards cultivating our inclusive culture. We also are committed to supporting and encouraging participation in the business resource groups in the UK.



Enable the development of our talent and ensure equal opportunities thrive

Fundamental to addressing our gender pay gap is attracting, developing, supporting and retaining extraordinary talent. As such, our focus is on building a sustainable pipeline of talent through our continued investment in our early career strategy and our commitment to ensuring fair access and opportunities throughout our recruitment and selection processes. This includes a continued commitment to ensuring that there is equal opportunity to access career and development opportunities for our colleagues.



Supporting a global workforce

We continue our commitment to supporting our colleagues and their families' well-being by offering a portfolio of family orientated policies, enabling colleagues to return to, or stay in the workplace shaping how they work to meet their individual family needs. We remain committed to continually reviewing our benefit offerings to support the health and wellbeing of our colleagues.

 Learn more at [thermofisher.com](https://www.thermofisher.com)