

Ireland

Gender Pay Gap Report 2023

Foreword

At Thermo Fisher Scientific we are committed to equal pay for equal work and fully support improving equality through gender pay gap reporting. It is embedded in our values and we believe that a culture of diversity, inclusion and equity is essential for our colleagues to feel safe to be themselves, deliver their best whilst at work, and contribute to the overall sustained success of our business.

Transparency around pay enables us to identify the underlying inequalities which contribute to our gender pay gap, we remain determined to realise continued improvement and significantly narrow the gaps, and believe that our diversity and inclusion philosophy, underpinned by our Company vision, plays a critical part in this.

Gender pay reporting is a comparison of the pay received by all females to the pay received by all males, regardless of role or seniority, and consequently, It is possible to pay women and men fairly and still have a gender pay gap.

We are confident that we pay all of our colleagues fairly for doing the same work based on their skills, experience and how they perform. It is not only the right thing to do but is also critical in the retention and attraction of our diverse talent. In line with our D&I strategy, we have engaged an independent advisor to conduct a pay equity analysis that will be rolled out throughout the company. Initial results have been relatively positive demonstrating that we pay equitably.

We detail in this report the targeted consistent actions we have taken to improve overall equity, these include reviewing hiring practices, improved leadership and development opportunities, and enhancing our policies. We are proud of the progress we have made so far and the opportunities we have made accessible to our colleagues, however, we recognise that we have more to do, and we are committed to realising our ambition to be the one of the world's most admired companies built on the foundation of an inclusive and diverse working environment.



Erik Derks
Senior Director, HR 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 Ireland. 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**

Contents

| | |
|---|----|
| Thermo Fisher Scientific Ireland – Our data | 5 |
| <hr/> | |
| Reporting our gender pay gap — Thermo Fisher Cork Ltd. | |
| Reporting our gender pay gap | 6 |
| What is the gender pay gap | 7 |
| Colleague Spotlight: Developing women leaders | 8 |
| <hr/> | |
| Reporting our gender pay gap — PPD Development Ireland Ltd. | |
| Reporting our gender pay gap | 9 |
| What is the gender pay gap | 10 |
| Colleague Spotlight: Developing women leaders | 11 |
| <hr/> | |
| Diversity and inclusion | 12 |
| We are privileged to be honored | 13 |
| Closing the gap | 13 |
| <hr/> | |
| Attracting and developing top talent | 14 |
| Early career strategy | 15 |
| Why STEM is so important | 15 |
| <hr/> | |
| Where are we headed | 16 |



Thermo Fisher Scientific Ireland - Our data

Gender pay gap reporting

Gender pay gap reporting is an Ireland specific requirement, Thermo Fisher Scientific employs 1078 people across two different legal entities covered by these regulations within Ireland. Thermo Fisher Scientific Ireland is, therefore, required to publish data for these two separate business entities.

Gender pay gap results are a comparison of the pay received by all females within the reporting entity, to the pay received by all males. It does not take into account differences in the role performed, individual expertise, or 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.



Thermo Fisher Cork Ltd. - Reporting our gender pay gap

Thermo Fisher Cork Ltd, has been in operation for over 40 years and joined the Thermo Fisher Scientific family in 2019. The site is a 24/7 manufacturing plant operating mainly shift patterns across different functions and departments. Overall, the site has a significantly lower representation of women in specialist and engineering operational roles. Such specialist roles are often shift based and, as such, attract substantial role specific allowances, overtime and shift premiums, that are required to be included in our gender pay gap result reporting, in addition to basic salary. The attractiveness of such premiums means that the turnover levels in such specialist and engineering operational roles is low and we do not often have opportunity to recruit.

Reviewing our results and excluding these additional premiums the mean gender pay gap is reduced significantly, however, we recognise that the specialist skillsets do demand varied high salary and premium levels and, given the challenges we face with opportunities for recruitment, the potential for differences in salaries between females and males in such a specialist skill-based organisation like ours is high.

In recognition that our gender pay gap remains mostly driven overall by fewer women in such specialist positions, and not by pay disparity, we continue to address this imbalance and remain committed is unlocking new talent pools to increase representation of women across all functions within the business. We also continue to create new opportunities for attracting, nurturing and retaining our best talent, as we work to close the gap.

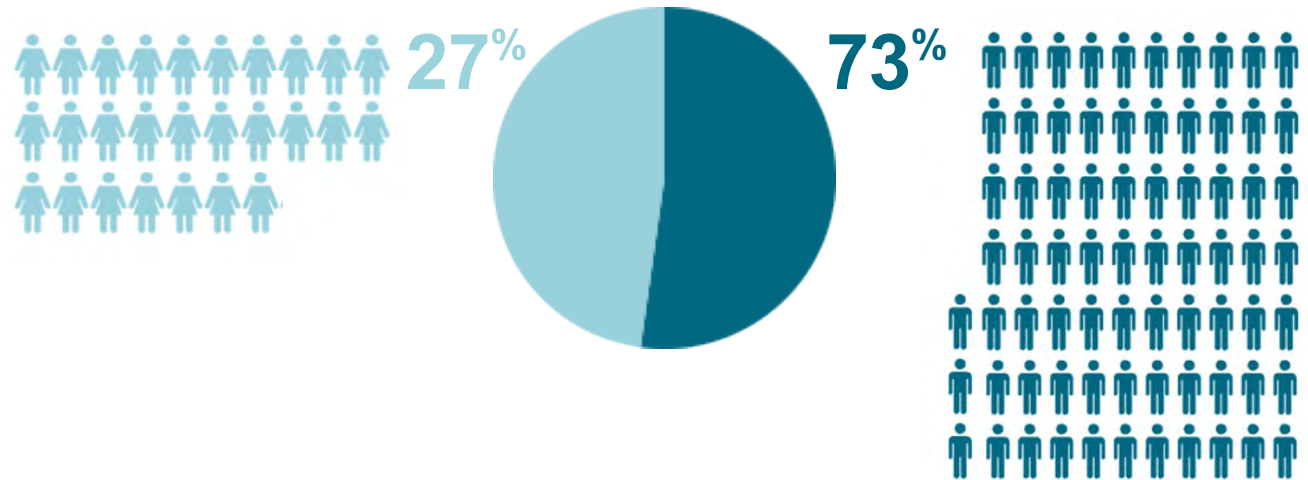


Figure 1. Colleagues gender split. Female to male ratio across our reportable entity Thermo Fisher Cork Ltd. in Ireland. 514 colleagues in total.

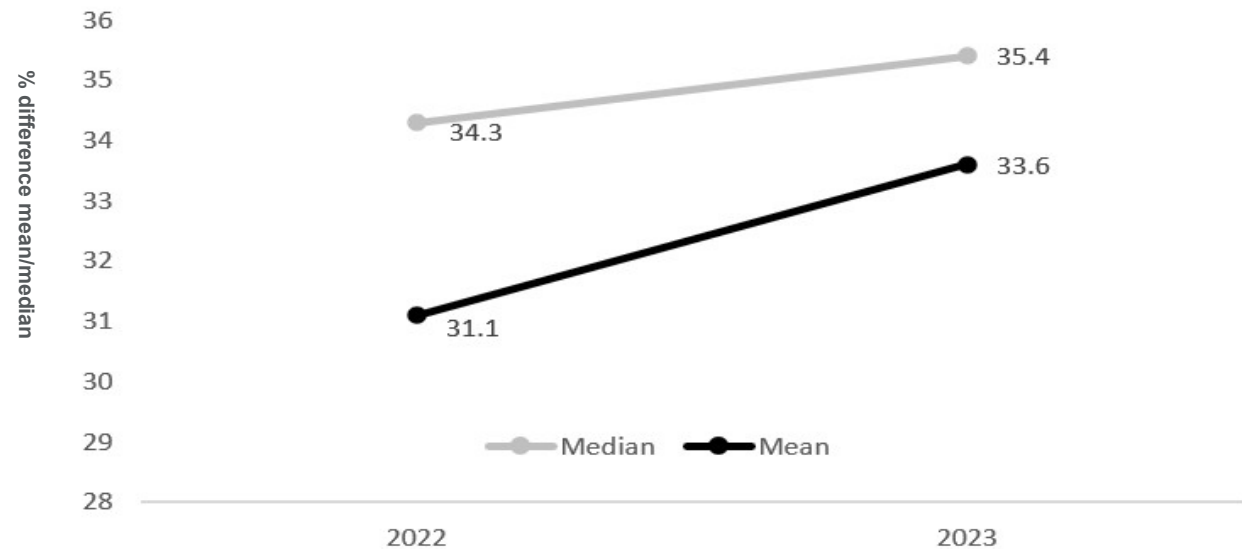
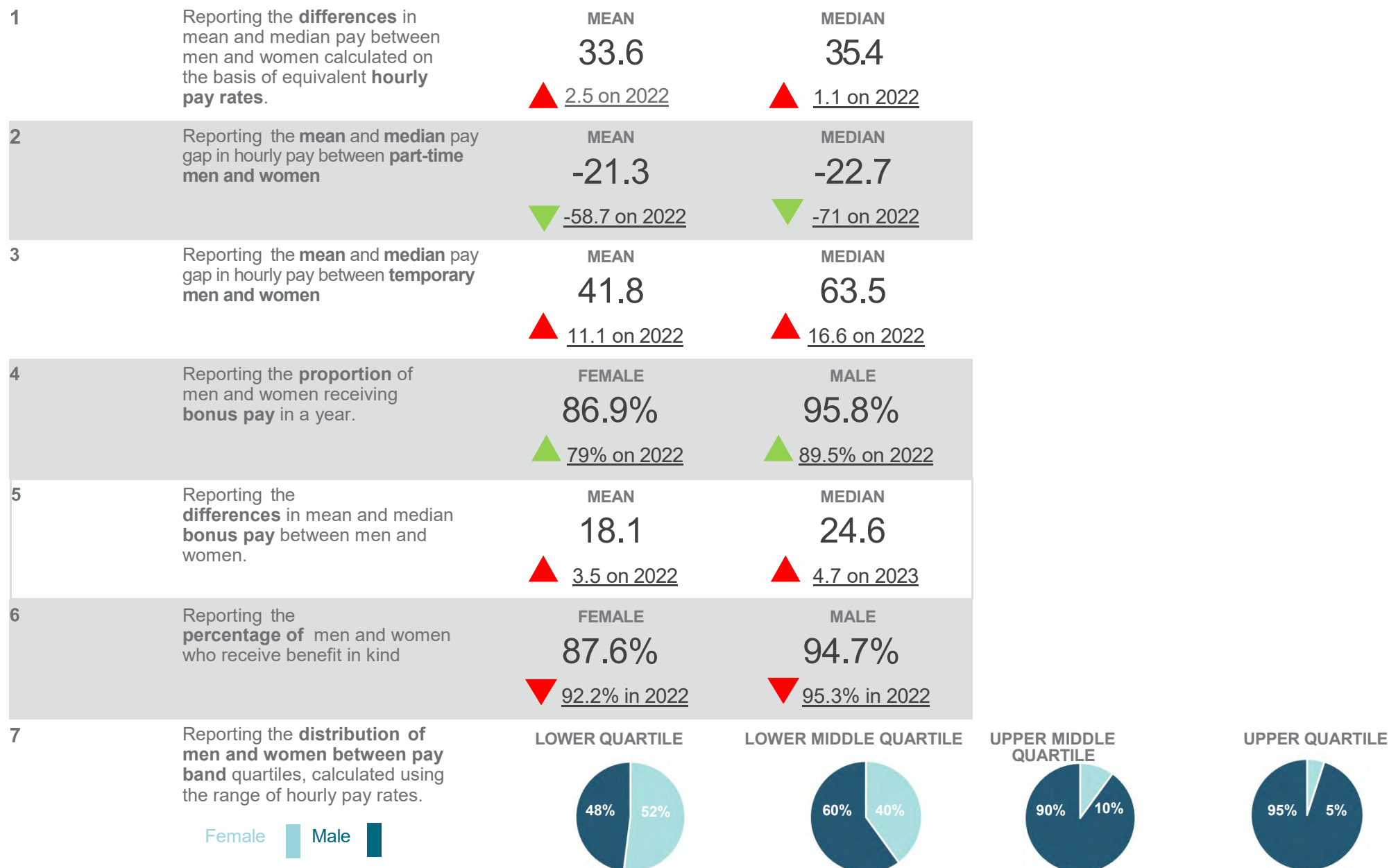


Figure 2.Thermo Fisher Cork Ltd.

Thermo Fisher Cork Ltd. - What is the gender pay gap?



COLLEAGUE SPOTLIGHT

Developing women leaders

Edel Collins

Cork Site General Manager – Pharma Services Group



Edel joined Thermo Fisher Scientific's Cork site in 2003. She initially worked on the implementation of manufacturing systems [SAP] before taking on numerous leadership roles within the Finance team. Edel's role expanded to include key project management programs, leading cross functional teams in the areas of quality improvement and manufacturing planning systems. From there, she took up the role of Operational Excellence/PPI Lead driving organizational change and building a culture of continuous improvement. Over three years, Edel worked closely with the Operations Team ensuring a focus on flawless execution, first as Value Stream Lead, and later as Operations Director.

Edel was promoted to General Manager of the Cork site in 2021. The site is a contract development and manufacturing facility for the active pharmaceutical ingredients for a huge variety of medicines.



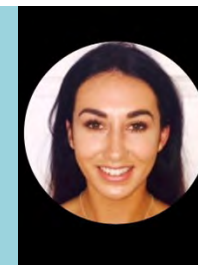
Throughout my career I've held a variety of roles across many different functions, this broad perspective really helped me develop and grow, and prepare me for the General Manager role. Thermo Fisher encourages moves across departments and I think that is hugely beneficial for individuals and for the business. Careers are rarely linear, what's important is to keep learning, whether that's on the job or through training.

COLLEAGUE SPOTLIGHT

Developing women leaders

Lydia Kennedy

Process Operator – Pharma Services Group



Lydia joined Thermo Fisher Scientific's Cork site as a Process Operator at the start of 2021 after completing a 'Life Science Manufacturing' course and working in the medical device industry. The Cork site develops and manufactures the active pharmaceutical ingredients for the medicines customers provide to patients all over the world and Lydia finds the work really rewarding. She enjoys being part of the team that is making medicines for a wide range of conditions, including treatments for cancer, HIV and Covid-19. As well as on the job training, Lydia is constantly learning and upskilling as part of her role. She also developed personally through interactions with different departments and social activities like the site annual charity volunteer days.



I chose manufacturing as a career as it is a fascinating industry that helps people around the world. It's a hands on role which I love and it is very rewarding. There are great career opportunities in this role, working alongside different departments and teams, all working together to produce products that help improve people's health and save lives. Working in a Contract Development and Manufacturing Organization can be very challenging, but every day is different, exciting and rewarding.

PPD Development Ireland Ltd.- Reporting our gender pay

PPD Development Ireland Ltd. opened in 2010 as a contract research organization providing a wide range of services to support the development and commercialization of pharmaceutical and biotech products. This site has two main business units, GMP Laboratory and Global Clinical Development. From the Athlone laboratory, fully integrated solutions for small molecules/pharmaceuticals, biologics/biopharmaceuticals and cell and gene therapies are provided. Thermo Fisher Scientific acquired PPD in 2021, and under this umbrella became the Clinical Research Group (CRG). CRG provides full-service clinical trial process management to help pharma and biotech customers bring safe, effective medicines to patients.

The clinical research industry has witnessed a significant shift in gender representation, with women taking on prominent leadership roles. In recent years, the industry has become predominantly female-led, showcasing the remarkable achievements and contributions of women in this field. The roles within PPD Development Ireland Ltd are equally attractive to both male and female candidates, with interview ratio being approximately 55% female and 45% male year to date.

This year's data shows significant progress towards closing our gender pay gap, which in part driven by more females in senior leadership positions over the last 12 months. However, we recognize that there is more to be done to address this imbalance and we remain resolute in our overall commitment to deliver the relevant and sustained change needed to close our gender pay gap.

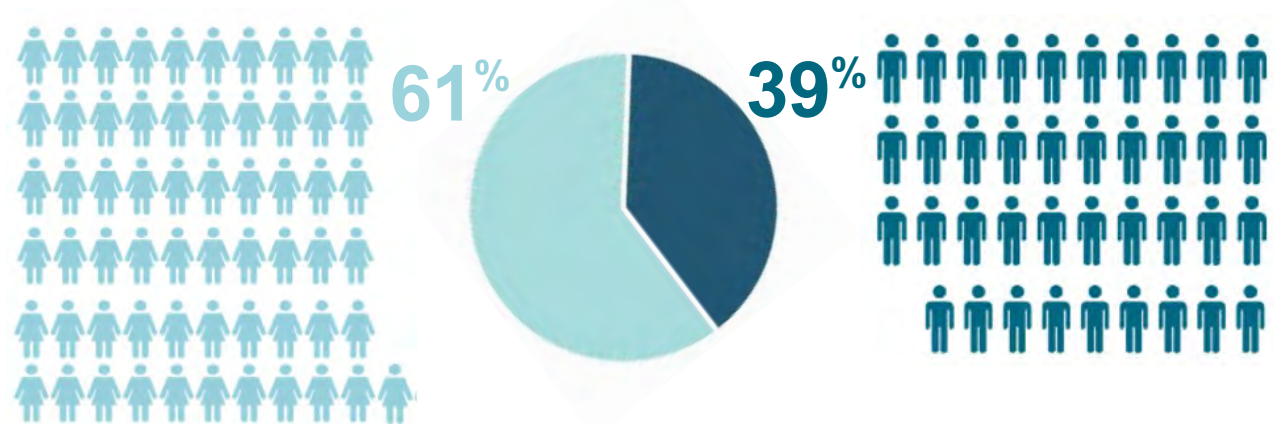


Figure 3. Colleagues gender split. Female to male ratio across our reportable entity PPD Development Ireland Ltd. in Ireland. 564 colleagues in total.

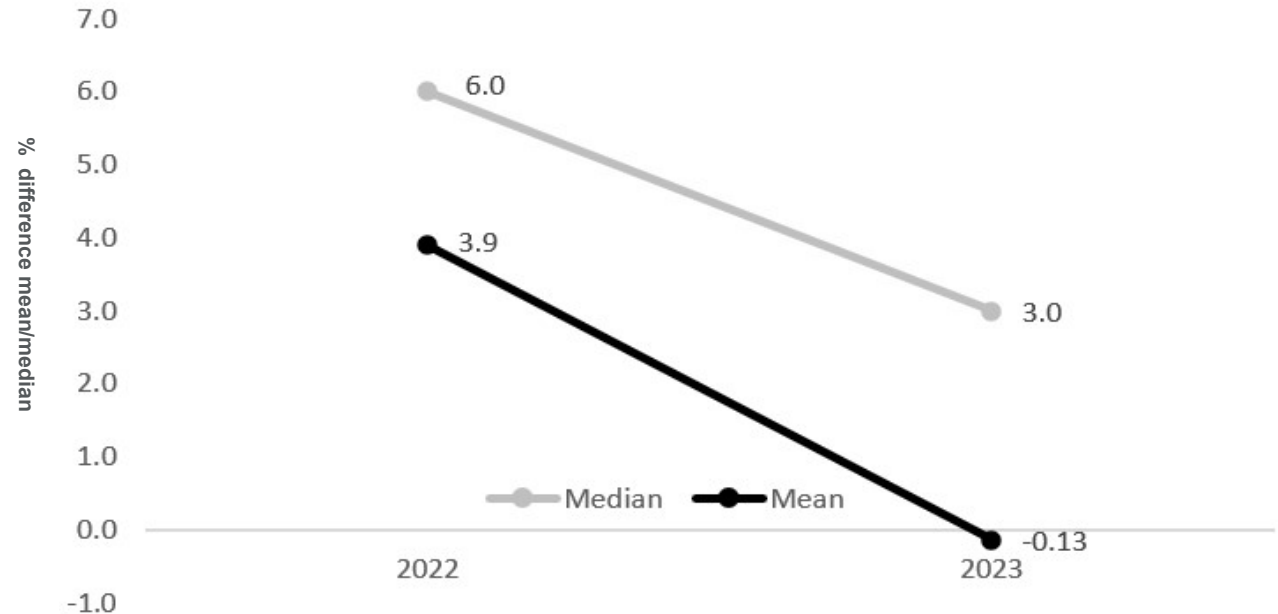
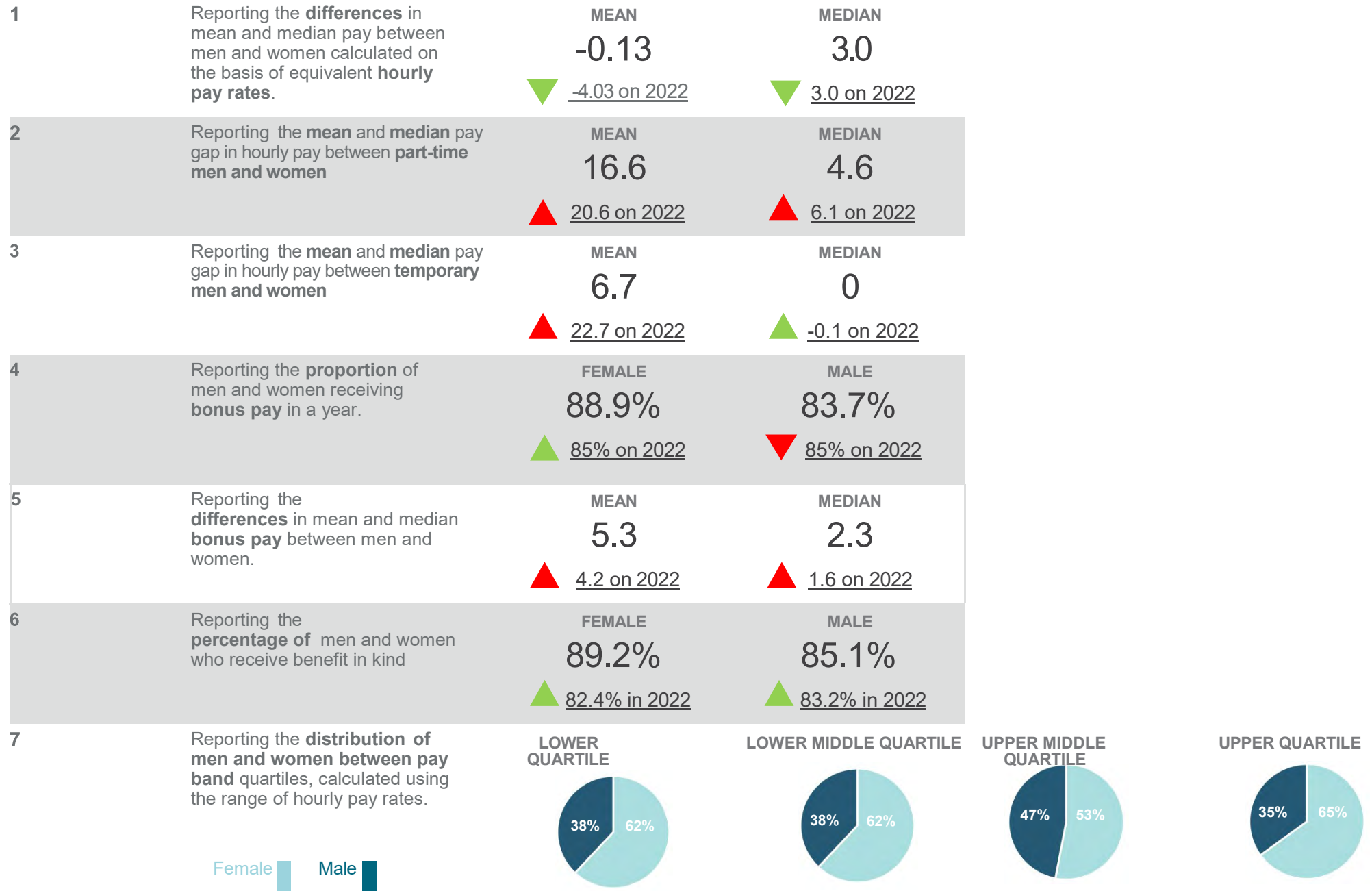


Figure 4. PPD Development Ireland Ltd.

PPD Development Ireland Ltd.- What is the gender pay?



COLLEAGUE SPOTLIGHT

Developing women leaders

Silvia Malacrida

Associate Group Leader - Laboratory Services
Clinical Research Group



Silvia joined PPD, Part of Thermo Fisher Scientific, in 2020 bringing with her vast experience working in the Contract Research Organization (CRO) field, in both Italy and Ireland. She initially started her career at PPD as a scientist in the Biopharm department, where she focused on method transfer and validation work, as well as quality control analysis. Over time, Silvia took on increasing responsibilities within the department and became a subject matter expert in various specialist techniques, leading to her promotion to senior scientist within approximately a year and a half of joining the company.

In 2022, Silvia successfully interviewed for the position of Associate Group Leader just before commencing her maternity leave. Upon returning, she embraced her new role and expanded her scope of responsibility, now serving as a supervisor for one of the Athlone Biopharm CRG teams. Silvia remains dedicated to expanding her knowledge and taking on further responsibilities as she continues to advance her successful career in the company.



When I joined PPD, Part of Thermo Fisher Scientific, I did not anticipate the rapid development of my potential. Within a few years, I successfully achieved my goals despite, in the meantime, having welcomed my first child. I am grateful for the support I received from my managers and the organization, which enabled me to balance my family and work commitments. Thermo Fisher Scientific provides a supportive and inclusive environment where I am encouraged to pursue my goals without any hindrances from biases or previous experiences.

COLLEAGUE SPOTLIGHT

Developing women leaders

Caroline Tiercelin

Director—Laboratory Services, GMP



Caroline joined PPD part of Thermo Fisher Scientific in 2010 as a Senior Group Leader responsible for the set-up of the Biopharmaceutical Department in the new Ireland GMP lab facility, bringing 12 years of experience in both pharmaceutical and biotech lab team leadership in France. In 2011 Caroline was promoted to Lab Manager looking after the growing team and expanding client portfolio, building cell-based assay capability and being a manager of managers of several teams. She had significant success in the role, including her 2013 CEO award for leadership excellence.

In 2016, Caroline expanded her responsibilities as Associate Director to drive the team and business expansion which included three more lab expansions for core biopharm, cell lab and adding molecular biology and gene therapy capability. Her role included involvement in the Site Leadership Team and in 2020 Caroline was promoted to Director to drive the next growth phase of the Biopharmaceutical Testing with Athlone lab capacity doubling and related team structure development.



I have had a wide range of opportunities for development in my journey at Thermo Fisher Scientific. My managers and other leaders supported me to grow in the organisation with exciting challenges from extended team scope like sample management earlier in my career, to being a champion / sponsor of initiatives, co-leading the GMP goal cascade process. I am grateful to have benefited from a leadership program with an external coach.

Diversity and Inclusion

At Thermo Fisher Scientific we continue to cultivate a truly inclusive culture that allows diverse talent to thrive, where all colleagues can be themselves, feel respected and valued and empowered to bring their best to work. We firmly believe that driving this inclusive culture is vital to the success of our business and for this to be successful it requires great role model leadership and principles that all our colleagues live by everyday day.

Our guiding principles, our 4i Values Integrity, Intensity, Innovation and Involvement, create a culture of belonging and provide a steer to our colleagues, promoting collaborative working where unique perspectives are embraced and dignity and respect it at the forefront of every interaction. We recognize that our colleagues have a formidable collective voice, and we welcome them expressing this through our annual Employee Involvement Survey. An invaluable opportunity for our colleagues to feel heard and, for us, an avenue to address relevant concerns using the results of the survey to set positive actions shaping impactful improvements.

Our five-year Diversity & Inclusion strategic plan, which underpins our Company 2030 Vision, fosters a culture that values diversity and inclusion. As a global organization in the science research and diagnostic sector, we appreciate that change starts with the people and the very best ideas come from colleagues with a wide range of viewpoints, experiences and backgrounds working together collaboratively harnessing their diversity. This strategy is embedded throughout our colleague's employment journey, from hiring and recruitment, to development and career planning.

Our Business Resource Groups (BRGs) also play a key role in building a sustainable inclusive culture, supporting belonging, allyship and colleague development. Our BRGs are part of our D&I strategic working in synergy with our D&I colleagues ensuring that objectives support the business strategy and are embedded in the work they do throughout the company and into the wider community.

Our BRGs are voluntary, employee led communities, and in Ireland there are chapters for Pride+, Family Support, Women's Empowerment and African Heritage that are supported by the company.

We are especially proud of our initiatives that embody our commitment to diversity and inclusion, notably this year, Fred Lowery, our Senior Vice President, President Customer Channels, was recognized by the Texas Southern University for being an executive sponsor for Thermo Fishers' 'The Just Project' and 'his work in driving measurable and sustainable progress in inclusion and diversity'

Diversity and Inclusion is not just something we do at Thermo Fisher, it's who we are!

We are proud to sponsor nine BRGs chapters globally:



'Every day, I wake up inspired to come to work and be part of Thermo Fisher Scientific and our amazing team. At Thermo Fisher, we purposely create a culture where differences are embraced and where every colleague feels they belong and can bring their authentic self to work. We do this because it is the right thing to do and because it makes us stronger. We need our colleagues' unique perspectives and ideas to best serve our customers, continually improve our company and build a better world for all.'

Marc N. Casper – Chairman, President and CEO

The Just Project began as a humanitarian response to the disparities in terms of impact the COVID-19 pandemic had on ethnic diverse communities. The project worked with colleges and universities in these communities to provide much needed testing kits and equipment. Recognizing that this need was not finite and that health inequalities were systemic in these communities, The Just Project, aligned with our company's corporate social responsibility (CSR) agenda to support sustainable change in our local communities, felt compelled to address these inequalities. The Just Project created new opportunities for students in these communities by investing in new research facilities and an enhanced curriculum. In addition Thermo Fisher committed to hiring 500 graduates from these communities, but has in fact exceeded this target hiring 680 alumnae since May 2020, of which 15% of those were hired into leadership roles.

"Inclusion for me is about having an environment where people can bring their whole selves to work every day, they should be comfortable asking questions and presenting creative ideas no matter how wild they may seem at first. We are the world leader in serving science, and a more diverse global workforce is better able to bring the advanced science and critical thinking to customers that enables them to make bold and sweeping progress."
Fred Lowery, Senior Vice President, President Customer Channels.

We are proud to continue building and sustaining relationships through initiatives like this that ensure we are empowering and hiring diverse talent.

We are privileged to be honored

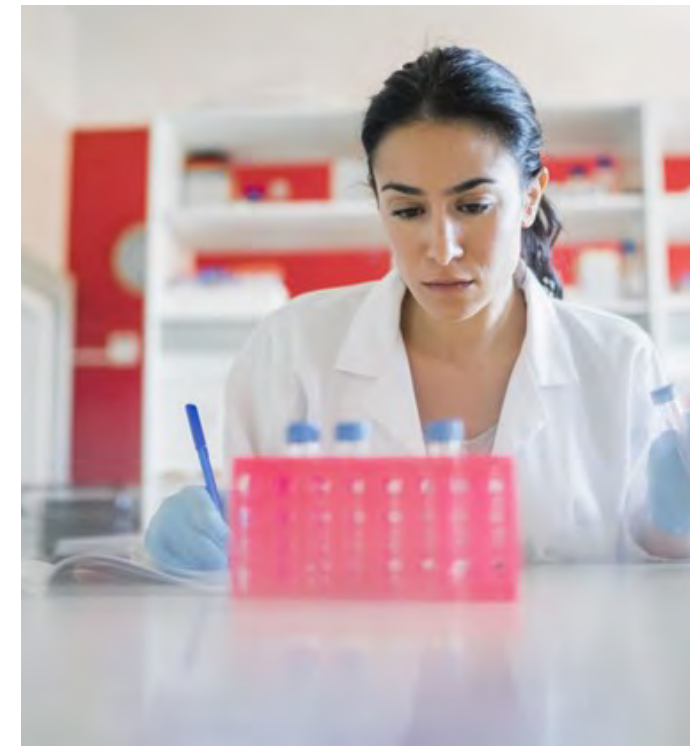
Thermo Fisher is proud to be recognized for our commitment to diversity and inclusion affirming our goal to become one of the world's most admired companies. We are honored to be ranked #69 on Fortune's World's Most Admired Companies, #1 in our industry. For the third consecutive year, we also have the privilege of being recognized by Forbes magazine as one of the World's Top Companies for Women, with a ranking of #71 among 400 companies on an expanded global list.



We've achieved a perfect score on the Disability Equality Index for six consecutive years, an independent annual benchmarking exercise of our disability inclusion policies and programs.



We are also proud to be acknowledged for the seventh year as one of the Best Places to Work for LGBTQ+ Equality 2022 by the Human Rights Campaign.



Closing The Gap

At Thermo Fisher Scientific, Diversity & Inclusion is vital to the future success of our organization. It's not just something we do, it's who we are. It enables our colleagues to openly share the wide range of perspectives they represent, creating an environment where differences are truly valued, authenticity is a state-of-being, and everyone feels they belong and can do their best work.

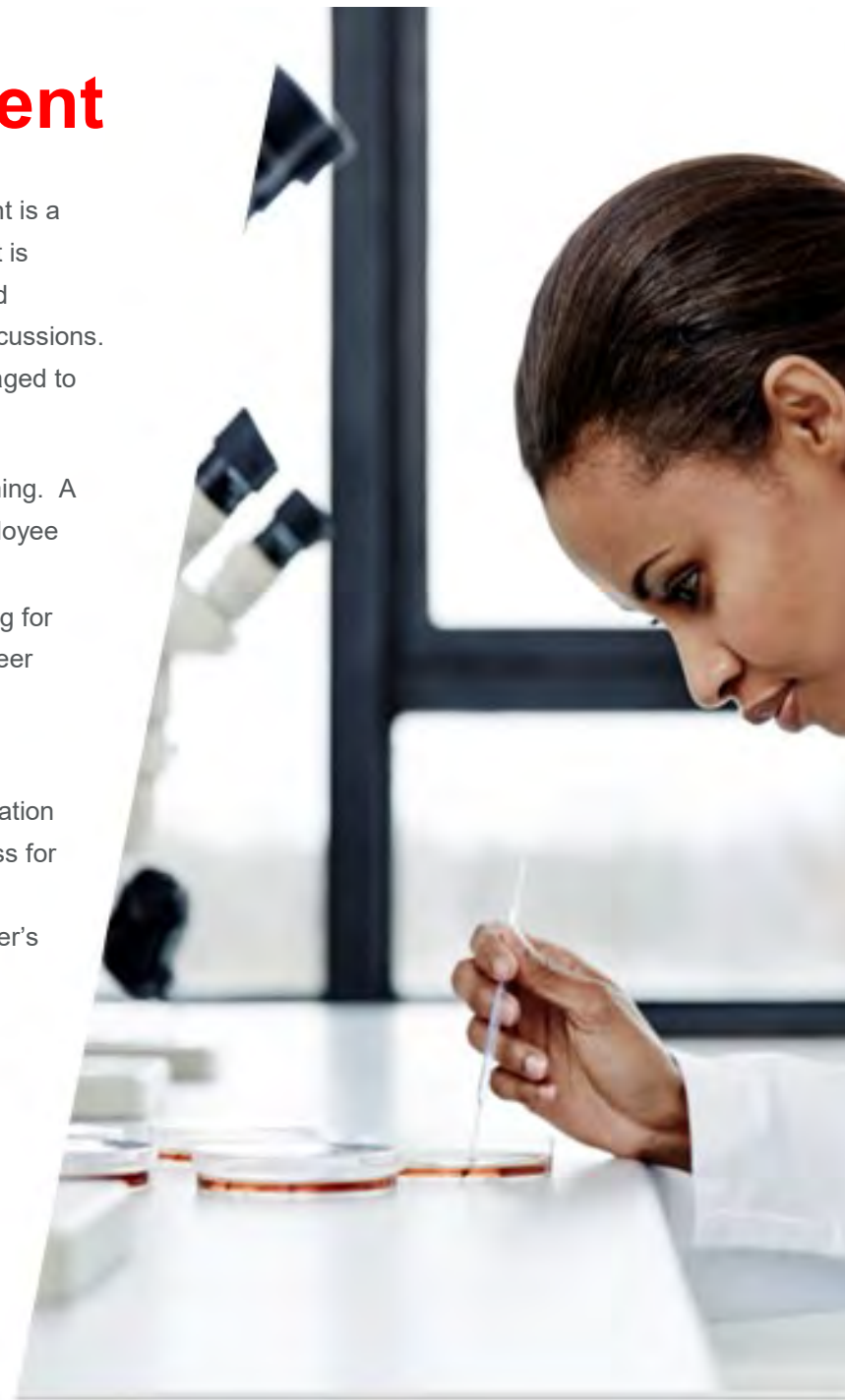
Attracting and developing top talent

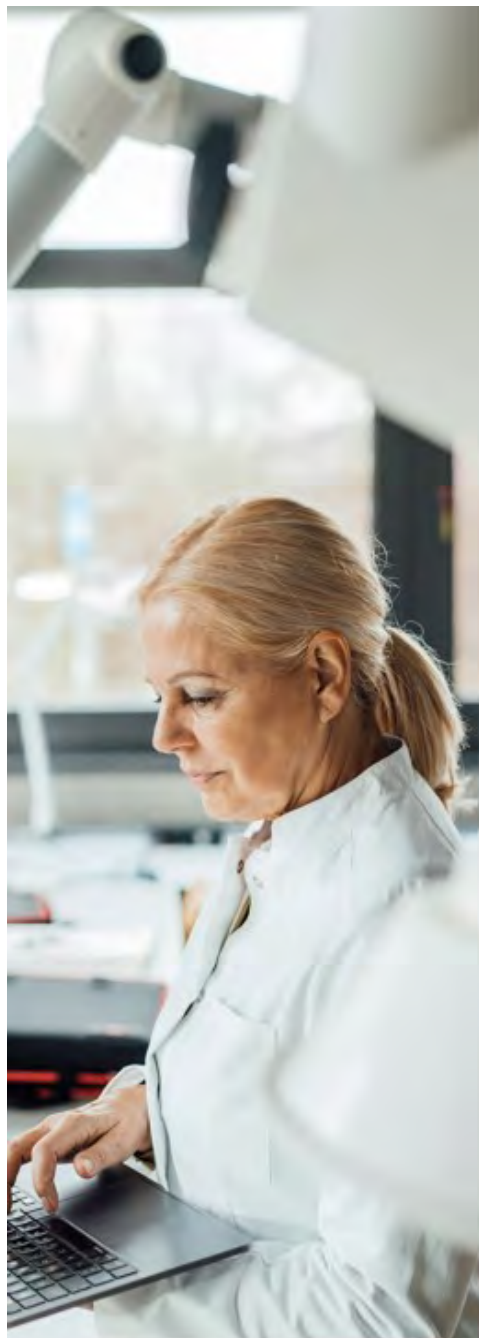
At Thermo Fisher, we recognize that developing, progressing and retaining exceptional female talent is a central part of ensuring gender inclusion and diversity in all roles across the organization, and that it is essential to reduce the gender pay gap. We achieve this through a strong focus on encouraging and reinforcing the development of female talent through targeted development and career planning discussions. We continually review our talent strategy to ensure inclusivity and fairness, and leaders are encouraged to explore diverse candidates through internal and external recruitment.

Internally, there is also a key focus on developing a female talent pipeline through succession planning. A significant driving force behind our strategic plan is the invaluable contribution of our Business Employee Resource Groups, including several active Women's B/ERGs and Pride + B/ERGs. These chapters organise and lead a variety of events that focus on female advancement such as "Personal Branding for Female Leaders," "Women in STEM" events, and partnerships with universities to provide early career women with access to prominent business researchers, executives, and thought leaders

During 2023, globally, Thermo Fisher continued its commitment to the ongoing development of all colleagues through its comprehensive suite of learning programs and training initiatives. The foundation of which is the Thermo Fisher University plus, an internal learning platform that provides easy access for colleagues to customised content to support with their development aspirations. In addition, all our colleagues engage with our annual set of core Diversity training topics which supports Thermo Fisher's commitment to ensuring female representation and development.

We have made significant progress on our inclusion journey to date, but there is still more to do. We want to continue to stretch ourselves and pursue an innovative approach to bring best in class experiences to our people at every stage of their lives and careers and support not only our people, but our clients and communities in which we operate. We will continue to develop best in class inclusion policies and supports that enable an inclusive culture and support gender equality.





Why STEM Education is so important

As the world leader in serving science, we are dedicated to creating opportunities for women in STEM (Science, Technology, Engineering, Mathematics). We recognise that in doing this, we are ensuring our future talent pipeline and helping to level set the disparities that exist from the continued under representation of women in STEM industries.

Our unique hands-on STEM Education Programmes are brought to young learners in our local communities by our colleagues who are inspiring future generations into careers in STEM. Our Community Action Councils (CACs) continue to recruit colleagues to volunteer at STEM events across the country, offering colleagues paid time off to ensure it is accessible.

Additionally, our Career Connections programme connects our colleagues with learners introducing them to different career paths and teaching them activities like mock interviews and resume development, invaluable skills for their future careers.



Early Career Strategy

We recognise that establishing a sustainable channel of diverse talent is essential to the future Responsible Growth of the organisation. During 2023, we continued our focus on developing this channel through our Early Careers strategy, promoting early career pathways, including internships and graduate hires. The Early Careers strategy target colleges and universities around Ireland every year, attracting graduates for Intern-Undergraduate and Assistants Scientist roles. The fundamental goal of all of our early career programs is to recruit and retain diverse talent through professional growth and skill building. Overall, we are pleased that during 2023 we hired 51 interns across Ireland, with a strong female representation within the group.

“ I joined PPD Development Ireland Ltd in March 2023 as an Intern-Undergraduate after graduating university with a Bachelor of Science (Honours) In Applied Biology and Biopharmaceutical Science. I was then hired into a permanent contract as an Assistant Scientist. I believe the investment in my career has given me the opportunity to expand my knowledge and skills in the field of science.

“ I joined PPD Development Ireland Ltd as an Intern-Undergraduate as part of college placement. Upon graduating with a degree in Chemical and Pharmaceutical Science I was hired on a permanent basis as an Assistant Scientist. In November 2023 I was promoted to Scientist. The college program was an excellent starting point for my career in science. From starting as an intern, to my current role, I've been given opportunities to work with multiple functional groups, perform a variety of complex sample preparation and analysis procedures and develop my professional expertise.

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 our gender balance which we expect will deliver positive change to our gender pay gap in the UK over time, including:



Strengthen our diverse and inclusive culture

We will continue to foster an inclusive environment where diverse 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 meeting our D&I objectives. We also are committed to further expanding the number of business colleague resource groups in Ireland.



Enable the development of our female talent and ensure diverse representation in recruitment

Fundamental to addressing our gender pay gap is attracting, developing, supporting and retaining extraordinary diverse talent. As such, our focus is on building a sustainable pipeline of diverse talent through our continued investment in our early career strategy and our commitment to ensuring gender parity 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 culturally diverse 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. Our new business resource group 'Family Support' underpins our approach, enabling every member of our diverse workforce to thrive and be empowered to shape their careers, ultimately contributing to the success of Thermo Fisher. We also remain committed to continually reviewing our benefit offerings to support the health and wellbeing of our colleagues.

ThermoFisher
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