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Gender Pay Gap Report 2021



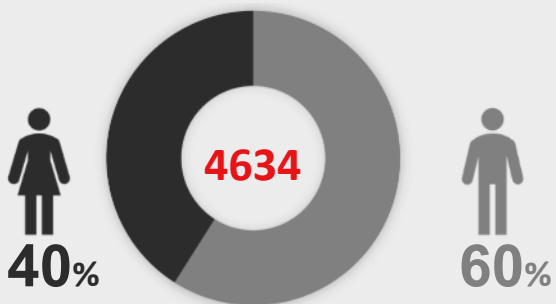
Foreword

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 employees are required to publish their gender pay gap. At Thermo Fisher Scientific, we welcome and support gender pay gap reporting, as we have long been committed to equal opportunities. This Report provides both the statutory disclosures required of Thermo Fisher Scientific, how Thermo Fisher Scientific's report has changed from 2020 and also provides additional commentary to aide understanding.

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

Signed:
 B.A. Nimmo
 Senior Director, HR UK
 On behalf of Thermo Fisher Scientific

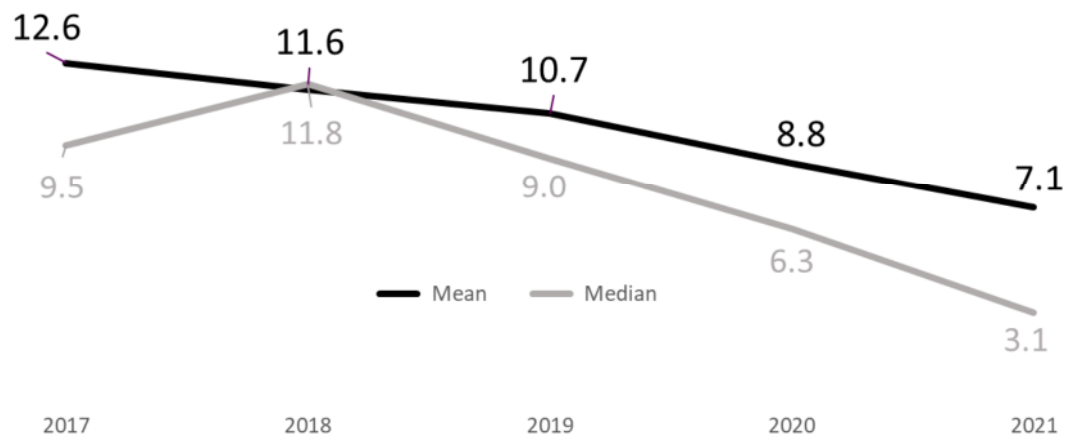
UK Employees | Gender Split



Male to Female Ratio across our 8 reportable entities in the UK

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 unrivalled 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 www.thermofisher.com.

In line with the UK government's legislation requiring companies with more than 250 employees in the UK to share their percentage of female employees and the difference in mean and median pay between women and men, this is our fifth annual gender pay gap report, prepared as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that came into effect in April 2017.



We are very pleased to see that our focused actions have contributed to a steady downward trend in our Gender Pay Gap. The above chart depicts our gender pay gap evolution over the five years since the first published report.

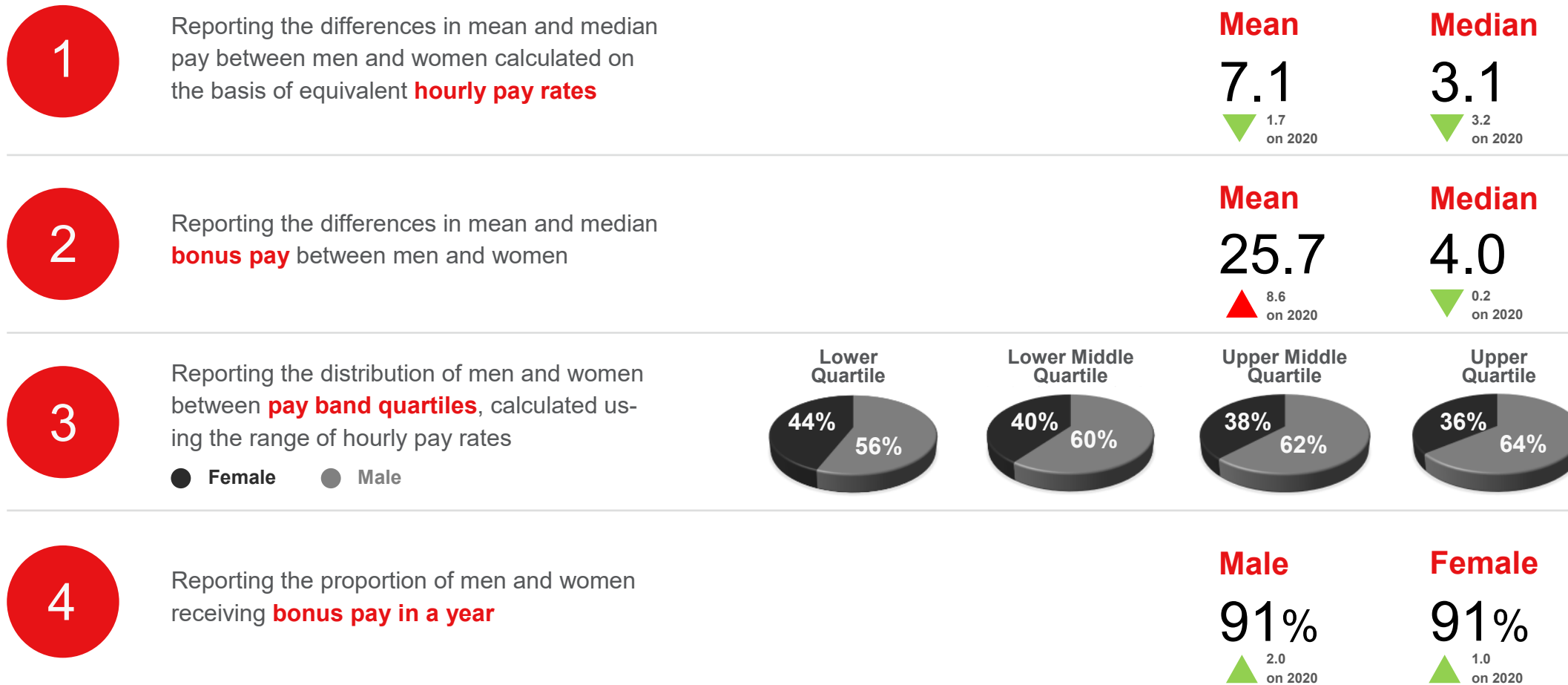
Whilst we continue to make progress against the actions we have in place to improve our gender balance, we recognise that we still have a gender pay gap. This is not driven through pay disparity, but primarily from a situation of less women in senior positions. We remain steadfast in our commitment to delivering the plans we have in place to increase the number of women in Thermo Fisher and supporting their progression into senior management positions.

What is the Gender Pay Gap ?

Gender pay gap reporting is a UK specific requirement. It reflects the difference between median and mean male and female pay in an organisation. It compares all employees and does not take into account differences in the role performed, individual expertise, or other factors which legitimately impact the way in which different employees are paid.

Paying our employees fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. We review our global reward structure on an ongoing basis to ensure that there is no unfair gender or other bias in how colleagues are paid.

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 is largely the result of differences in seniority between male and female employees.



¹ Further information on the UK Gender Pay Gap reporting requirements can be accessed from the following link: <https://www.gov.uk/guidance/gender-pay-gap-reporting-overview>

Summary for Thermo Fisher Scientific

Thermo Fisher Scientific employs 4634 people across eight different legal entities covered by the regulations within the United Kingdom. Thermo Fisher Scientific is, therefore, required to publish data for eight separate business entities. Detailed below is the aggregate results for those eight entities, with the full breakdown for each applicable business entity.

Thermo Fisher Scientific Business reportable Entities	No. of relevant employees in each entity	Proportion female male employees in each business entity (F M)	Mean Hourly pay difference between male and female employees (%)	Median Hourly pay difference between male and female employees (%)	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 & male employees (%)	Median Difference in bonus payment between female & male employees (%)	Proportion female male receiving bonus pay (F M)
Fisher Clinical Services UK Ltd	547	43% / 57%	-7.4	-8.2	33% / 67%	45% / 55%	44% / 56%	50% / 50%	-29.7	-13.6	95% / 97%
Fisher Scientific UK Ltd	595	47% / 53%	13.2	5.8	48% / 52%	49% / 51%	46% / 54%	46% / 54%	51.7	-11.4	95% / 97%
G&M Procter Ltd	457	23% / 77%	7.9	8.5	28% / 72%	32% / 68%	18% / 82%	17% / 83%	0.3	-25.0	73% / 78%
Life Technologies BPD UK, Ltd	331	27% / 73%	-5.0	-4.5	25% / 75%	25% / 75%	29% / 71%	30% / 70%	-59.3	-8.0	90% / 95%
Life Technologies Limited	1,360	47% / 53%	9.3	7.1	53% / 47%	47% / 53%	44% / 56%	42% / 58%	23.3	-2.0	88% / 90%
Oxoid Ltd	426	42% / 58%	15.4	2.9	43% / 57%	42% / 58%	47% / 53%	35% / 65%	53.7	13.7	94% / 92%
Thermo Electron Manufacturing Ltd	373	29% / 71%	17.9	8.5	45% / 55%	20% / 80%	30% / 70%	20% / 80%	26.7	8.1	98% / 96%
Patheon UK Limited	545	36% / 64%	12.7	17.1	50% / 50%	37% / 63%	29% / 71%	29% / 71%	17.5	12.7	87% / 86%
Total Across 8 reportable entities	4634	40% / 60%	7.1	3.1	44% / 56%	40% / 60%	38% / 62%	36% / 64%	25.7	4.0	91% / 91%

Diversity and Inclusion

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.

Thermo Fisher is honored to be recognized for our commitment to creating a diverse and inclusive workplace. We've achieved a perfect score on the **Disability Equality Index** for five consecutive years, have been named one of the **Best Places to Work for LGBTQ Equality** by the Human Rights Campaign for six consecutive years and have received other top awards.



At Thermo Fisher Scientific we welcome and support colleague differences and work together to create an inclusive culture where our colleagues feel they belong and are empowered to contribute, collaborate and innovate. Creating an inclusive workplace culture unlocks the true benefits of diversity. To help us achieve the aspirations outlined in our 2030 Vision, we have created a five-year Diversity & Inclusion strategic plan. The strategy helps foster organizational culture, reinforce our infrastructure to better support employees through the employee life cycle, and create personal accountability to advance diversity and inclusion. The plan guides our D&I work and we are proud of what we have achieved over the past year. A few key highlights include, delivering Unconscious Bias and Belonging learning modules to all colleagues, delivering a global Belonging campaign (*Together We Belong*) with a focus on reinforcing our 4i Values and fostering a sense of belonging for all colleagues, implementing interventions in our hiring process to achieve fairer outcomes and reduce bias, and launching programs to facilitate manager led discussions on racial inequities.

Our strategic plan is greatly enabled by our Business Employee Resource Groups (B/ERGs). B/ERGs are company-supported groups of colleagues drawn together by common characteristics who want to positively impact our company's growth and development. They provide opportunities for colleagues to live our 4i Values on Involvement and contribute to advancing our 2030 Vision. Our framework for B/ERG programs and initiatives is built on the four strategic pillars of Foster Inclusion and Drive Belonging, Support Talent (recruiting and career development), Educate, Advocate and Encourage Allyship, and Impact the community.

In the UK we have four active Chapters of Women's B/ERGs. Some of the events they have led during 2021 include a Leading Through Change Covid-19 event, and working in partnership with Quest to create an online academy and conference opportunities to provide early career women access to the world's top business researchers, executives and thought leaders. We are working closely with Chapter Leaders to promote their groups and enhance participation. In 2022 we are planning to establish an additional Women's B/ERGs in the UK.



Attracting and Developing Top Talent

As we continue to apply learnings and evolve our Diversity agenda with a focus on Gender equality we are encouraging the development of our internal female talent through regular talent and succession planning conversations, Thermo Fisher Scientific saw a significant 14.7% increase on the previous year in the proportion of internally filled Director level and above roles being offered to female colleagues; 38.5% in 2021. Subsequently, we increased our overall female representation with 17 new female Directors across the UK, reaching 33% in total.

We are committed to the continued development of all colleagues by providing access and opportunities through a comprehensive range of initiatives and programs. The overall gender mix across our leadership development programmes is above the overall population gender ratio; in total, 86 UK female leaders attended our core leadership development programmes during 2021 and female completion of our 'Role of the Leader' training course reached a 50% split of Male to Female participants in 2021; an increase in female representation of 18.75% since 2018.

During 2021, Thermo Fisher Scientific updated its Future of Work (Flexible Working) Policy, accompanied by a global remote working programme to further the flexibility offerings of the Company and encourage our people leaders to pro-actively encourage new ways of working, recognise the importance of work-life balance and ultimately enable colleagues to reach their full potential. Combined with our enhanced company maternity pay scheme, this provides further support to our female colleagues and allows women and caregivers to effectively navigate their work and family life balance in an optimum way.

Early Career Strategy

We recognise that fuelling our talent pipeline of diverse and highly motivated talent is pivotal to the future growth of the organisation. Throughout 2021, we continued to drive our Early Careers strategy in two main areas: (1) increasing the overall number of internships and (2) increasing the number of graduate hires direct from university or college.

Overall 78 interns were hired across the UK with strong female representation. To further solidify Early Career offerings, Thermo Fisher Scientific introduced two structured intern programmes in our Commercial and Quality functions; both programmes had greater than 80% female representation in the UK.

“Being on the leadership development program provides an opportunity to grow a graduate’s career and gain invaluable experience from inspirational leaders across the company. As both a millennial and a woman I feel supported in my development and have had the opportunity to share my views and gain mentorship from inspirational role models within Thermo Fisher Scientific”

Mackie, Jenna, Human Resources LDP

Why STEM is so important

Women remain under-represented in STEM (science, technology, engineering and mathematics) industries. Operating within the Science industry, we play an active role in this area and, using our colleagues, products and expertise, we have engaged thousands of students through our unique STEM Education Programmes. Our Community Action Councils (CACs) continue to attend and recruit colleagues to volunteer at STEM events across the country. We offer paid time off to colleagues taking part in STEM activities and many of our STEM Ambassadors in the UK are women working to engage the future generation of employees in the science areas. We expect our Early Career Strategy to contribute significantly to overcoming this under-representation with a focus on apprenticeship and internship opportunities in STEM roles.



Colleague Spotlight: Developing Women Leaders



Mary Brophy
Operations Director
Genetic Sciences Division

Mary Brophy joined Thermo Fisher Scientific in 1998 as a Validation Scientist, responsible for management of technology transfer projects, and driving process improvements to improve productivity. In 2005, Mary was promoted to the role of Process Technology Manager, looking after a small team working on driving improvement activities and projects. In 2008, Mary became Senior Manager, Manufacturing; a role which involved managing the managers of multiple teams and involvement in the Site Leadership team. Subsequently in 2013, Mary expanded her responsibilities to include the Tech Operations and Engineering functions.

In 2019, Mary moved into a role in the Instrument and Enterprise Services Division responsible for the Practical Process Improvement (PPI) business system for the EMEA region, with the opportunity learn about different parts of the organisations, including Field Service, Customer care and Commercial Operations.

Most recently, in 2022, Mary was promoted to the role of Director, Operations, leading the team at the Warrington, UK Manufacturing site. The site is a centre of excellence for clean PCR manufacturing, primarily supporting the HID and Pharma Analytics Business Units.

'I've had some fantastic opportunities for development during my career at Thermo Fisher, Scientific. Early in my career my line manager and other leaders helped to nurture my interest in process improvement and the company has supported me to complete the Six sigma black belt and various PPI qualifications. I've also had company support to complete my MBA, which helped to inform and improve my approach to Leadership. Involvement in the Women's BERG is something I would encourage – it has enabled me to encounter some amazing female talent within our organisation, which has supported my own development and also helped me to think about how I can help others to be successful.'



Sarah Horsley
Snr Director Sales, EMEA North
Chromatography and Mass Spectrometry Division

Sarah Horsley joined Thermo Fisher Scientific in 1996 after completing her Masters of Research in Surface Science. Sarah held various positions developing her career and leadership skills with ever increasing responsibility from Software Test Manager to Liquid Chromatography Mass Spectrometry Product Specialist and managing a department as a Product Support Manager. In 2003, Sarah transitioned to the role of Area Account Manager, Mass Spectrometry to drive the sales of Thermo Scientific Mass Spectrometry analytical systems and solutions within the North of the UK. She had significant success in the role, including her 2005 Thermo Electron's President's Council Award for exceptional performance.

In 2010, Sarah was promoted to the EMEA North Life Sciences Mass Spectrometry Sales Manager before receiving another three further promotions to Sales Director UK/Ireland in 2017 (celebrating another President Club win in 2018), followed by additional Nordics responsibility in 2019, and her latest promotion to Senior Director, Sales, EMEA North in 2020 where Sarah is currently leading the North Europe Chromatography and Mass Spectrometry sales team.

'My career has been within the Chromatography and Mass Spectrometry division, part of the Analytical Instruments Group. I was the first female account manager when I joined this sales team, but we have grown significantly in numbers since then. Our company has a proven culture of supporting diversity and inclusion and has demonstrated this throughout my 25 year career here by supporting me with many opportunities to advance my career. 2010, was the year my daughter was born and this has not stopped me progressing my career even further to a senior leadership role. Yes, it can be challenging but also truly rewarding ,and my career journey is not finished yet!'

In Conclusion

We are committed to empowering colleagues to focus on their professional and personal growth to foster an environment where **everyone** feels included and valued and there is always equal opportunity to develop successful careers. There are a number of steps we are taking to improve our gender balance which we expect will positively impact our gender pay gap in the UK over time, including:

1



Advance our Diversity & Inclusion Strategy

We will continue to create an inclusive workplace. We are committed to expanding the number of business employee resource groups across the UK and in particular, women's resource groups. We will examine our hiring processes and implement interventions to achieve fairer outcomes and reduce bias in recruitment.

2



Encourage the development of our female talent

Building a strong and sustainable pipeline of female talent is essential in helping to address our gender balance. We will continue to invest in leadership development programs to support and develop women at every stage of their career and encourage our female talent into senior roles across the organization.

3



Promote flexible working and attract a culturally diverse workforce

To attract, retain and engage colleagues we are offering more flexible working options and balancing that with the need for on-site collaboration. Flexible working arrangements not only help us attract and retain talent, but also support the health and wellbeing of our colleagues.