

Gender Pay Gap Report 2020



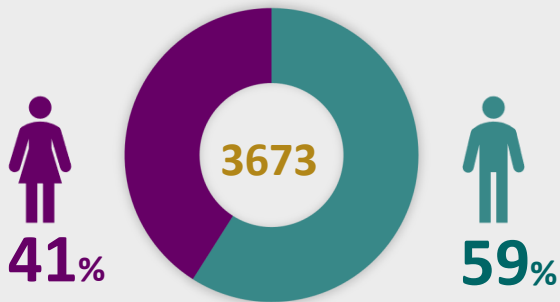
Foreword

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, as well as further context around our pay practices.

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:
Demetris Papadopoulos
Senior Director HR EEMEA & UK (Interim)
On behalf of Thermo Fisher Scientific

UK Employees | Gender Split

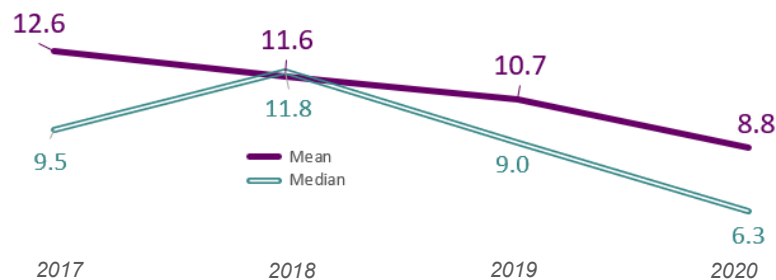


Male to Female Ratio did not change in the last 4 years

Thermo Fisher Scientific Inc. is the world leader in serving science, with annual revenue exceeding **\$30 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, improving patient diagnostics and therapies or increasing productivity in their laboratories, we are here to support them. Our global team of more than **80,000** colleagues 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 and Patheon. For more information, please visit www.thermofisher.com.

We welcome the UK government's legislation requiring companies with more than 250 employees in the UK to reveal their percentage of female employees and the difference in mean and median pay between women and men.

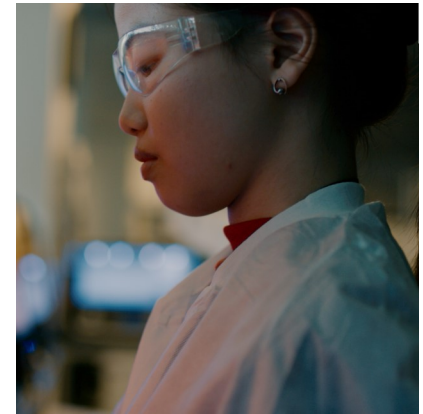
This is our fourth annual gender pay gap report, prepared as required under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 that came into effect in April 2017. We are really pleased to see that the actions we have taken over the past four years have contributed to a downward trend in our Gender Pay Gap.



The above chart shows our gender pay gap evolution in the 4 years since the first published report

Whilst we continue to make good progress against the actions we have in place to improve our gender balance, we recognise that we have a gender pay gap. This is not driven through pay disparity but primarily from too few 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	Reporting the differences in mean and median pay between men and women calculated on the basis of equivalent hourly pay rates	Mean 8.8	Median 6.3
		▼ 1.9 on 2019	▼ 2.8 on 2019
2	Reporting the differences in mean and median bonus pay between men and women	Mean 17.1	Median 4.2
		▼ 7.5 on 2019	▲ 2.5 on 2019
3	Reporting the distribution of men and women between pay band quartiles , calculated using the range of hourly pay rates	<p>Lower Quartile</p>	<p>Lower Middle Quartile</p>
	<p>● Female ● Male</p>	<p>Upper Middle Quartile</p>	<p>Upper Quartile</p>
4	Reporting the proportion of men and women receiving bonus pay in a year	Male 89%	Female 90%
		▼ 1.0 on 2019	◆ No change from 2019

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 over 3673 people across seven different legal entities covered by the regulations within the United Kingdom. Thermo Fisher Scientific is, therefore, required to publish data for seven separate business entities. Detailed below are the aggregate results for those seven entities, with the full breakdown for each applicable business entity.

Thermo Fisher Business Entities with over 250 Employees	No. of relevant employees In each entity	Proportion of male & female 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 and male employees (%)	Proportion of female male receiving bonus pay (F M)
Life Technologies Ltd	1,109	47% / 53%	7.3	3.9	47% / 53%	51% / 49%	49% / 51%	41% / 59%	23.0	4.0	92% / 94%
Fisher Clinical Services Ltd	516	42% / 58%	-8.0	-8.9	37% / 63%	38% / 62%	48% / 52%	47% / 53%	-6.5	-15.5	94% / 93%
Fisher Scientific UK Ltd	581	46% / 54%	9.5	1.1	47% / 53%	46% / 54%	48% / 52%	43% / 57%	66.3	-7.8	90% / 76%
Thermo Electron Manufacturing Ltd	383	28% / 72%	15.6	9.9	48% / 52%	17% / 83%	30% / 70%	18% / 82%	35.4	23.7	90% / 97%
Oxoid Ltd	388	42% / 58%	15.6	9.0	48% / 52%	42% / 58%	38% / 62%	40% / 60%	-63.3	65.8	90% / 93%
Patheon UK Ltd	426	36% / 64%	16.1	18.7	50% / 50%	40% / 60%	24% / 76%	30% / 70%	15.4	20.5	85% / 89%
Life Technologies BPD UK, Ltd	270	29% / 71%	-4.8	-3.2	24% / 76%	26% / 74%	31% / 69%	36% / 64%	-136.1	-28.8	90% / 77%
Total Across 7 entities	3673	41% / 59%	8.8	6.3	45% / 55%	41% / 59%	41% / 59%	38% / 62%	17.1	4.2	90% / 89%

Diversity and Inclusion

The world around us is changing rapidly and our organization faces disruptors every day. In this increasingly competitive environment, we understand our only sustainable competitive advantage is our people. The unequivocal fact is diverse teams deliver higher performance and create better solutions. To meet our vision, we need an incredibly talented global team that brings diverse perspectives, collaborative energy and a passion to excel every day. Our customers value diversity and inclusion, as do many companies we admire. By fostering the right work environment, we accelerate our Mission, enabling our customers to make the world healthier, cleaner and safer. Our diversity and inclusion strategy is greatly enabled by our Employee Resource Groups (ERGs). These groups bring together individuals with similar interests to improve the colleague experience and to support key initiatives. By attracting, developing and retaining diverse talent with the support of our Employee Resource Groups (ERGs), we bring an essential variety of experiences and perspectives into our organization.



Forging Gender Equality

The Women's Employee Resource Group (WERG) is particularly active in the UK. Their mission is committed to fostering the advancement of women and building a corporate culture in which women colleagues are recruited, valued, developed, retained and promoted globally. Local chapters sponsor events that are open to both women and men on motivational topics that support career advancement, promote personal development and reduce gender bias.

The WERG organise Inspirational Careers presentations where senior leaders share what motivates and inspires them and how they have progressed their career paths.

Anke Shimko, Vice President, Portfolio Management, RSD Europe (pictured above) led a particularly popular session.

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 four consecutive years, have been named one of the **Best Places to Work for LGBTQ Equality** by the Human Rights Campaign for five consecutive years and have received other top awards.



2019 WOMEN'S CHOICE AWARD[™]
BEST COMPANIES TO WORK FOR





Attracting and Retaining Top Talent

As we learn more about our gender pay gaps across the UK, we can see that there are structural issues which need to be addressed and we still have too few women in Senior Leadership roles. We remain committed to developing female leaders and our focus has delivered a positive four year trend on internal promotions. In 2020 the percentage of women promoted to Director level positions or above was 20.8% - up from 16.7% in 2017.

Our Talent Management and Talent Acquisition teams continue to promote positive gender balance through gender diversity and unconscious bias education programs for managers and focusing on equal representation of male and female candidates in our hiring processes. The number of women hired externally into Director level positions in 2020 saw a sharp increase at 43% compared to 22% the prior year.

We offer a variety of flexible working options including flexible hours and work location. We have comprehensive benefits and support arrangements for women and caregivers including a generous enhanced company maternity pay scheme that allows women to take the time they need with families before returning to work.

We are committed to the development of all our colleagues based on their talent and drive to reach their full potential. To support this, we offer a range of educational and practical courses for all levels of colleagues within our business.

Why STEM is so important



Women are still significantly under-represented in STEM (science, technology, engineering and Maths) industries. As Thermo Fisher Scientific operates within the Science industry; a sector that relies on the expertise and experience of highly-skilled workers from STEM; we play an active role in this area. Using our colleagues, products and expertise, we have engaged thousands of students through our unique STEM Education Programmes. 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.

At Thermo Fisher we focus on actions that bring highly diverse, highly motivated talent of the future in to our organisation. Our University Relations team held a series of summer workshops with final year MBA students interested in our General Manager Leadership Programme (GLDP). Two of the workshops were particularly targeted at female talent and students participated in guided panel discussions with Claire Wallace, Vice President, Commercial EMEA and Bronwyn Brophy, President ImmunoDiagnostics Division, about their successful careers with Thermo Fisher Scientific. In 2020 100% of our GLDP intake in the UK were women.



“Personalising content for students, and tailoring key messages which are important to them, not only helps students understand how to drive their career and see how amazing Thermo Fisher Scientific is, but we are able to engage with the next generation of leadership that will contribute to the future success of our company.”

Nicola Groves, University Relations Leader, EMEA

Colleague Spotlight: Developing Women Leaders



Suzanne Holden
Vice President Corporate Accounts & UK Country Leader

Suzanne Holden joined Thermo Fisher in 2002 as a Life Sciences Specialist within Fisher Scientific, following her career in Respiratory Disease research within GSK and Novartis. In this role, she developed our strategic relationships with key Life Scientists within the South-East, UK and, through various promotional opportunities, she assumed the role as Industry Director within Fisher Scientific in 2011, leading the global relationship with GSK and Merck where she was responsible for implementing our preferred supplier contracts and establishing our network across the customers Research, Development & Manufacturing facilities to ensure support the development of new therapeutics. In 2015, Suzanne transitioned into the Corporate Accounts team where she was responsible for global relationship across Thermo Fisher Scientific enterprise. Here, she was responsible for creating overall account strategy & interfacing with the Thermo Fisher divisions to improve the overall customer experience, maximize revenues, and develop partnerships at the highest levels within the customers organization.

In 2020, Suzanne was promoted to Vice President, Corporate Accounts & UK Country Leader where she leads a global team which supports our largest customers within the Mid-Sized Pharma and Applied segments. Suzanne also supports our commercial team to sustain and scale our leadership position in the response to the COVID-19 pandemic.

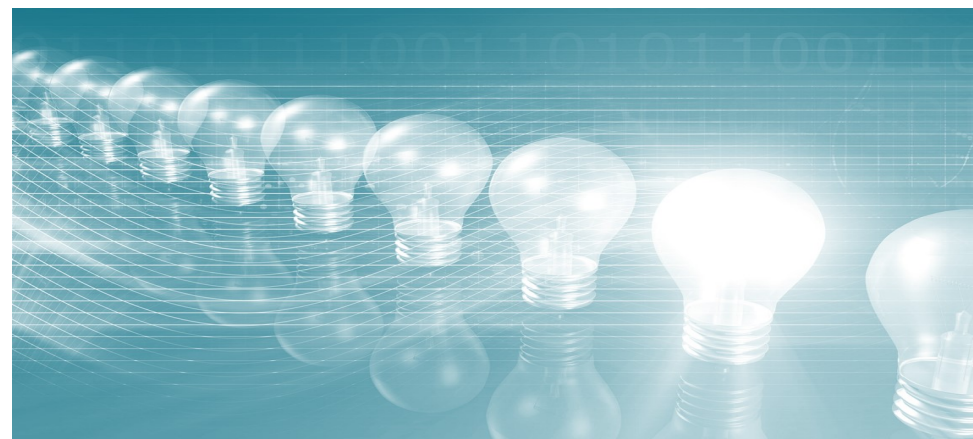
Thermo Fisher Scientific has always provided me with fantastic opportunities to advance my career, enabling me to link my passion for science while developing customer-centric solutions that enables our customers to make the world healthier, cleaner and safer. Thermo Fisher has a culture of supporting diversity and inclusion and demonstrates this with actions. I have been fortunate to meet some amazing female talent both internally and externally, which through our Diverse & Inclusive culture are enabled to openly share their wide range of perspectives, feel that they belong and can do their best work.



Louise Moore
Senior Manager, Manufacturing Operations

Louise Moore joined Thermo Fisher Scientific in 2010 as a Manufacturing Supervisor and, in this role, led various operational teams, focusing on improving quality, delivery, people management and costs. She helped lead a large-scale site transformation, allowing the site to become an ultra clean manufacturing site, increasing product requirements and customer expectations, while maintaining product supply. In 2016, Louise was promoted to Manufacturing Manager, leading teams of chemists, formulation scientists and material. In 2017, Louise was promoted to Senior Manufacturing Manager, taking on the responsibility for warehouse operations from the Warrington site to our global distribution centres. Louise also gained a place on our Operations Development Programme which aims to develop key talent to become our future Site Leaders.

Career advancement and progression have always been a focus for me at Thermo Fisher Scientific and I have always felt supported by my line managers. In 2018, I joined the Operations Development Programme. This is a fantastic opportunity to develop key leadership skills, network with like-minded peers and meet key influential leaders within the business.



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 a successful career. 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



Working towards more balanced gender representation in recruitment

We continually strive to attract a diverse pool of candidates for all positions. We are delivering bias awareness training to hiring managers and drafting gender neutral job descriptions and job adverts. We are ensuring our pay decisions are fair and equitable during our hiring process.

2



Continuing to build a strong pipeline of female talent

We are ensuring that our leadership development activities are gender-balanced to build a stronger pipeline of female leaders.

3



Supporting a flexible and culturally diverse workforce

We are committed to creating a diverse workforce where everyone can contribute, innovate and thrive. We want to improve the transition for people returning to work after a period of leave, and show we appreciate life outside work for all our colleagues. We are refreshing our flexible working policies to support people who want to work flexibly and help our Managers to make this work for them too.