



Ireland Gender Pay Gap Report 2022

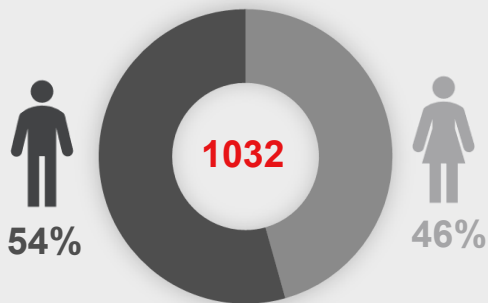
Foreword

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 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 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 Employment Equality Act 1998 (Section 20A) (Gender Pay Gap information) Regulations 2022

Signed:
 Shane Buckley
 HR Lead—Ireland
 On behalf of Thermo Fisher Scientific

Ireland Employees | Gender Split



Male to Female Ratio across our 2 reportable entities in Ireland

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.

PPD Ireland Development Ltd opened in 2010. 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 as a new group within its company – the Clinical Research Group. CRG provides full-service clinical trial process management to help pharma and biotech customers bring safe, effective medicines to patients. For more information, please visit www.thermofisher.com.

What is the Gender Pay Gap ?

Gender pay gap reporting is a Government 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.

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 shift based operations which garners higher premiums being historically male dominated. Over the past two years this has begun to change through recruitment. 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.

Gender Pay Gap Results - Thermo Fisher Cork Ltd.

1	Reporting the mean and median pay gap in hourly pay between male and female employees	Mean 31.1%	Median 34.3%
2	Reporting the mean and median pay gap in hourly pay between part-time male and female employees	Mean 37.4%	Median 48.3%
3	Reporting the mean and median pay gap in hourly pay between temporary male and female employees	Mean 30.7%	Median 46.9%
4	Reporting the mean and median bonus pay gap between male and female employees	Mean 14.6%	Median 19.9%
5	Reporting the percentage of male and female employees who received bonus pay	Female 79.0%	Male 89.5%
6	Reporting the percentage of male and female employees who received benefit in kind	Female 92.2%	Male 95.3%

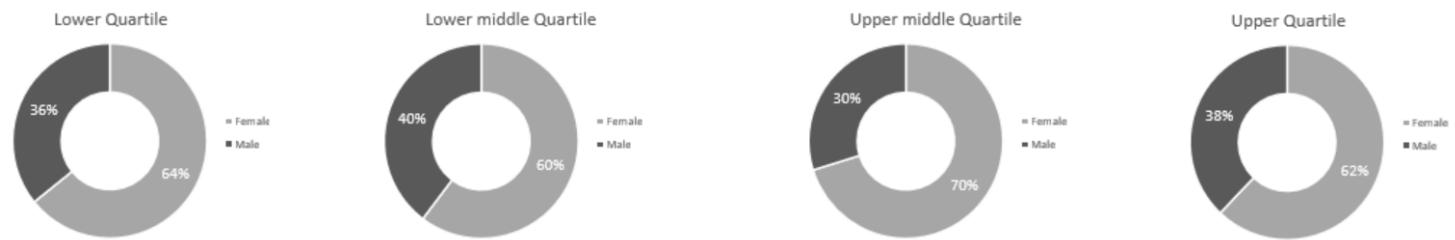
7 The percentage of male and female employees in each of four pay band quartiles



Gender Pay Gap Results - PPD Development Ireland Ltd.

1	Reporting the mean and median pay gap in hourly pay between male and female employees	Mean 3.9%	Median 6.0%
2	Reporting the mean and median pay gap in hourly pay between part-time male and female employees	Mean -4.0%	Median -1.5%
3	Reporting the mean and median pay gap in hourly pay between temporary male and female employees	Mean -16.0	Median 0.1
4	Reporting the mean and median bonus pay gap between male and female employees	Mean 1.1%	Median 0.7%
5	Reporting the percentage of male and female employees who received bonus pay	Female 85.0%	Male 85.0%
6	Reporting the percentage of male and female employees who received benefit in kind	Female 82.4%	Male 83.2%

7 The percentage of male and female employees in each of four pay band quartiles



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 bring their whole self to the work environment.

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 seven 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, Thermo Fisher has a strategy that 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 approach 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 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 removing gender and other barriers.

Our strategy 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.

In Ireland we have active Chapters of Women's B/ERGs and Pride+ B/ERGs. Some of the events they have led during 2022 include Building an Inclusive Team, Personal Brand for female leaders, Women in STEM event and links with universities 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 2023 we are planning to establish an additional Women's B/ERG in Ireland.



Attracting and Developing Top Talent

In Ireland, 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. In 2022 61% of our Director and above roles are female led, this is something we are continuing to build on year on year.

We are committed to the continued development of all colleagues by providing access and opportunities through a comprehensive range of initiatives and programs. Our Thermo Fisher University has a range of professional development programmes aimed at promoting progression of women in more senior roles, including networking, sponsorship and mentoring. We are focused on the investment of family friendly policies such as Flexible Work Hours and work week, paid maternity and paternity leave.

During 2021 and into 2022, 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 and paternity pay schemes, 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.

Details behind the gender pay gap in Ireland

Thermo Fisher Scientific pays men and women equitably for the work they do and the role they perform, factoring in experience, tenure and performance.

We see a slight difference in those who received bonuses amongst men and women. At Thermo Fisher, employees are eligible for bonuses regardless of gender, however eligibility for the bonus programmes is based on hire date in a given pay-out period.

Our manufacturing site notes a significantly lower participation of women in craft, operations and engineering roles, which often involve work schedules that attract role-specific allowances, overtime and shift premiums. When these additional premiums are excluded, the mean gender pay gap is reduced significantly. The pay gap is not a measurement of equal pay. It is one basic measure across all jobs, not a measure of the differences in pay between men and women doing similar work.

The Department of Education's March 2022 report on Gender Balance in STEM Education noted that of the almost 120,000 people in Ireland working in STEM, just over a quarter are women. Thermo Fisher are focused on improving these statistics through many of our ongoing practices in Ireland.

Thermo Fisher Scientific continues to build on engagement at all level of education to drive STEM participation and make STEM and Life Sciences aspirational careers for both men and women.

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 STEM Education Programmes. Our community engagement includes volunteers from our sites supporting STEM initiatives across Primary schools, Transition Year programmes and University engagement each year.

We offer paid time off to colleagues taking part in STEM activities and many of our STEM Ambassadors in the Ireland 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.



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. Because our workforce is constantly changing, pay fairness is an ongoing commitment. We regularly analyse compensation data and, where necessary, make adjustments to ensure fairness. 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 Ireland 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 Ireland 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.