

Colleagues

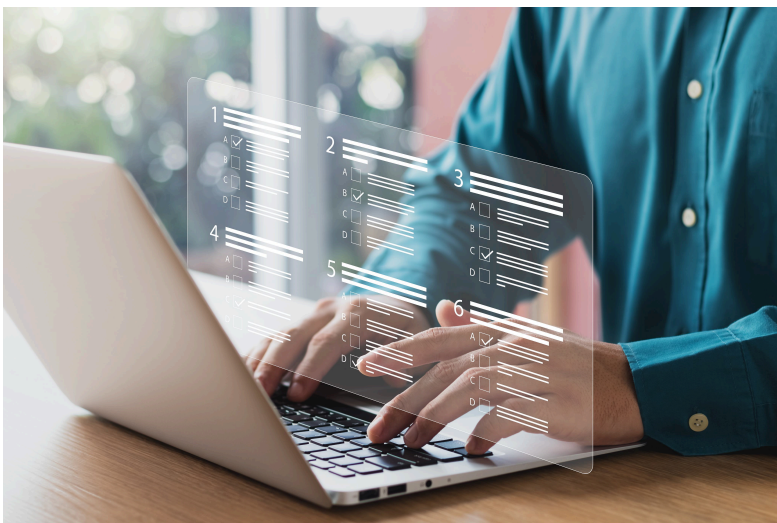
Our colleagues are our company’s greatest asset, and they bring their best to work every day to serve our customers and communities. As a company that thrives on innovation, we continue to build a workforce with diverse perspectives to spark new ideas that make our company stronger. We are focused on being a destination for exceptional talent, and we prioritize strategies, practices and processes that allow our colleagues to build rewarding, Mission-driven careers backed by a vibrant company culture.



HIGHLIGHTS



120,000+
total colleagues globally



86%
response rate to our annual EIS



250+
BRG chapters worldwide



56%
leadership roles filled internally

Our remarkable team

As the world leader in serving science, our success is connected to our ability to attract, develop and retain the brightest talent. Our more than 120,000 colleagues are united in fulfilling our Mission and dedicated to advancing our customers’ important work. This inspires them to bring their best to work each day as our Mission is not only a differentiator for us externally, but a motivator for us internally.

“Our colleagues enable our powerful Mission, and we continually strive to create the best work experiences for them to bring their best while enjoying a long, rewarding career.”

Lisa Britt, Senior Vice President and Chief Human Resources Officer, Thermo Fisher Scientific

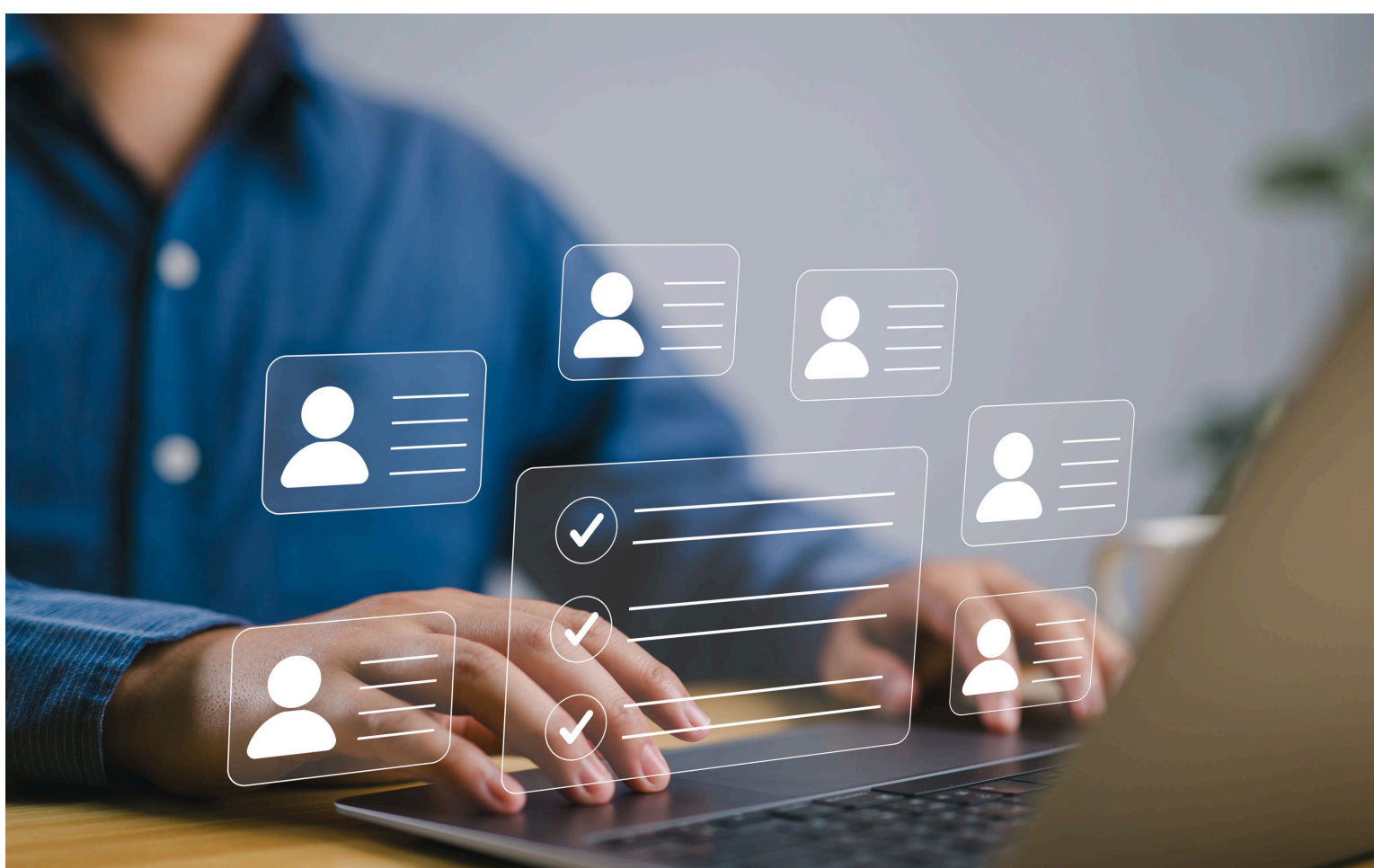


Diversity and inclusion

We are committed to a vibrant culture where global colleagues are treated with respect, supported in their growth and empowered to thrive. Fostering inclusion and belonging means we are purposeful in creating an environment where unique perspectives are welcomed and every voice matters.



Culture



Employee Involvement Survey

Colleague insights are essential to understanding our strengths and improvement areas as we continue to build a culture of inclusion and belonging. The annual Employee Involvement Survey (EIS) is a comprehensive tool for listening to colleagues and gauging our performance. Our latest EIS results reflect a company culture where individual differences are celebrated. Colleagues reported feeling that their direct manager (84%) and team (82%) value diversity of perspectives.

86% response rate to our annual Employee Involvement Survey (EIS), reflecting feedback from more than 100,000 colleagues

Empowering managers

People managers are critical partners in unlocking the full potential of our teams. We support them in making equitable talent decisions and creating and strengthening an environment where everyone feels they belong. For example, in 2024, we deployed enhanced tools to assist leaders in making fair, merit-based pay decisions both at the initial offer stage and throughout career milestones.

We are also deeply committed to the professional development of our people managers through tailored trainings and resources. In 2024, we launched a new research-backed initiative coaching leaders to model inclusive behaviors that align their actions with our 4i Values.

“Our microscopy customers rely on multi-modal analysis to deliver greater understanding of atomic structures. The same can be said of building high-performing teams. We need colleagues of all perspectives to deliver compelling products and services. We must be aware of our own filters, so we can cultivate an inclusive culture that produces the best results.”

Glyn Davies, President, Materials and Structural Analysis, Thermo Fisher Scientific



Pay equity

To foster an environment where everyone feels valued and supported in their growth, we regularly evaluate our pay practices. We are committed to making certain our colleagues receive fair, competitive and equitable pay for their contributions to Thermo Fisher—without regard to race, color, religion, sex, national origin, disability, protected veteran status or other characteristics protected by law.

To preserve our pay-for-performance culture and ensure pay decisions are merit-based, we have been expanding our pay equity studies. These have covered the United States, United Kingdom, and France. In 2024, we conducted our first pay equity study in Australia and observed less than a 1% difference in pay between men and women after controlling for confounding factors. The difference was statistically insignificant, requiring no corrective action.

Belonging

We offer various opportunities for our employees to welcome, learn from and celebrate each other.

Business Resource Groups

Open to all colleagues, our Business Resource Groups (BRGs) help bring together individuals of shared identities and interests to learn from each other, share experiences and collaborate to solve business challenges.

“Our BRGs foster an inclusive culture, elevate diverse voices, build community, and foster knowledge sharing.”

Marc Casper, Chairman, President and Chief Executive Officer, Thermo Fisher Scientific

With access to more than 250 BRG chapters worldwide, our colleagues shape our organizational culture and continue to help move it forward. These programs have a number of benefits, as evidenced by the impact of some of these chapter activities in 2024:



Make a difference for our customers

The Veterans BRG partnered with our clinical research business and neuroscience project delivery team to support customer studies focused on post-traumatic stress disorder. The BRG developed communications and a comprehensive marketing plan aimed at increasing awareness in veteran communities and boosting enrollment for these clinical trials.



Support colleague wellbeing

BRGs provide critical insights that enable us to support the evolving needs of our global colleagues. For example, the Family Support BRG proposed and successfully implemented an update to our US Bereavement leave policy to include pregnancy loss. Similarly, the Women’s Empowerment BRG played a key role in the creation of a menopause support policy in the United Kingdom.



Improve accessibility

To ensure a workplace that allows full participation for all colleagues, our PossAbilities BRG collaborated with the Real Estate and Facilities team to update the company playbook for more inclusive and accessible sites.

Belonging Week

As one of our hallmark colleague events, Belonging Week allows our global teams to come together, build connections, learn from each other and celebrate our culture of belonging. In 2024, we saw robust engagement with over 700 local Ambassadors championing activities across 200 sites. Local events complemented global seminars that reinforced the year’s themes for building a workplace culture that:

- Instills confidence
- Enables and forges connections
- Actively supports careers
- Provides clarity



Whether they joined a customer roundtable, volunteered with respected nonprofits or competed in on-site athletic tournaments, participant feedback shows Belonging Week helped our teams feel connected to their fellow colleagues (80%), share a greater sense of belonging (70%) and increase their confidence in the company's Mission (70%).

In Asia Pacific, our Belonging Week Ambassadors engaged over 13,000 enthusiastic colleagues across 12 countries in the region. Participants spoke most highly of the opportunities to connect across cultures, business units and generations and the activities that allowed them to learn from others.

"Belonging Week has showcased the power of connection and career mobility across Japan and the broader region. It's inspiring to see employees discovering new pathways for growth and realizing that their potential is boundless within our organization. Witnessing this collective energy and ambition has been a privilege."

Ibuki Nishibe, HR business partner, Tokyo, Japan, Thermo Fisher Scientific

Talent management

From interns and early career professionals to managers and executive leaders, we aim to attract exceptional talent and help build colleagues' skills and knowledge, enabling access to rewarding career opportunities ahead. Through the use of innovative technology paired with results-driven programming, we can create an unmatched colleague experience every step of the way.



Talent attraction and acquisition

At Thermo Fisher, our talent attraction strategies are designed to reach candidates at all career levels. To secure the expertise essential to advancing our Mission, we aim to appeal to a wide range of candidates by leveraging an artificial intelligence (AI)-powered, evidence-based tool to create job postings with inclusive language. We continuously gather new insights to enhance our understanding of the talent marketplace and enable us to build and maintain a pipeline of high-quality candidates. In addition, we proactively partner with regional and industry-specific organizations to expand our candidate reach as we promote job opportunities.



Enhancing the candidate experience

Delivering a seamless candidate experience is key to attracting exceptional talent. We have enhanced key stages of the recruiting and hiring processes by implementing digital technology solutions that provide greater transparency and responsiveness to candidates, keeping them informed and actively engaged while pursuing employment with Thermo Fisher. In addition, our global career site offers nine regional experiences with localized content, providing prospective colleagues with tailored information relevant to their interests and skills.

In 2024, we transformed the candidate experience for our frontline workers. Our approach now incorporates video job descriptions showcasing “a day in the life,” along with AI-driven intelligent interviewing. These enhancements have made Thermo Fisher accessible to a broader talent pool while also unlocking faster, data-driven hiring decisions that saved more than 9,000 hours through automation. Receiving praise from hiring managers and candidates alike, Thermo Fisher was recognized by a third-party for Best Use of Generative AI in HR.

Cultivating early talent

Our early career initiatives are designed to attract, engage and inspire a pipeline of future talent in science, engineering, business and management. To reach high-potential individuals at the onset of their professional journey, we establish strong partnerships with leading academic institutions, faculty and membership organizations to introduce students to our culture, colleagues and the multitude of career paths available to them at Thermo Fisher.

Internship and co-op program

Our internship and co-op program offers valuable hands-on experience. Career development sessions and exclusive networking opportunities allow these colleagues to connect with experts and executive leaders from across the organization. With continuous engagement that supports a seamless transition from academia to the workplace, our interns and co-ops receive rewarding and purpose-drive experience while contributing to company priorities.

“My internship at Thermo Fisher has taught me so much, both at the bench and outside. However, the most important thing I have learned here is the importance of effectively communicating my work. Being on three different, concurrent projects has also taught me the importance of experimental planning and effective time management if I want to truly be a multifunctional scientist”.

Shean Fu Phen, Sr. intern, Cell Biology, Life Sciences Solutions Group, Thermo Fisher Scientific



Welcoming new colleagues

Our New Colleague Onboarding program is a learning experience designed to instill confidence and competence in new hires and internal transfers and align them with our Mission and culture as they transition into their roles. We offer a range of assets that equip colleagues at all levels with the tools and information necessary to lead and contribute effectively from day one.

Recognizing the important role managers play in the success of the onboarding experience, we provide them with a series of resources and guidance for success, including the development of customized 90-day onboarding plans. Content includes modules on the customer experience, our PPI Business System, CSR strategy and more.

In addition, our New Colleague Ambassador program matches most new hires with an established colleague who offers personalized support during the critical first 90 days. For current colleagues, serving as an ambassador provides a valuable career development opportunity to strengthen their leadership, mentoring and influence skills while building great networks and contributing to the company’s long-term success.

Talent development

With vast opportunities that span our differentiated capabilities and global organization, we encourage all our colleagues to design a path at Thermo Fisher that uniquely fulfills their ambitions. While colleagues determine the vision for their careers, managers, supervisors and HR partners play an active role in encouraging all colleagues to maximize these opportunities, both through the formal performance management and development (PMD) process and periodic conversations taking place throughout the year.

On-demand learning

Thermo Fisher University—our AI-driven learning platform—offers colleagues at all levels access to leadership, management and professional development that can be completed at their own pace and in the way best suited to their learning style. Through Thermo Fisher University, colleagues receive personalized content based on their individual development needs and aspirations. As an example, LinkedIn Learning™, one of many resources offered through Thermo Fisher University, is an online education platform that empowers colleagues to develop business, technology and other specialized skills that are needed to grow their career and contribute to our Mission.

Structured programming

Building on our on-demand learning options, we also offer targeted management and leadership development for colleagues at various levels and experience. These programs include both open enrollment and nomination-based offerings for high-potential talent in critical roles.¹ Often, our executive sponsors and company leadership team (CLT) members contribute by teaching or overseeing these courses.

Emerging leaders

Our full-time, multi-year rotational [programs](#), some of which have been offered for more than 20 years, are a way for individuals entering the workforce to gain impactful and dynamic work experiences supporting critical functions such as Product Engineering, Operations, IT, Data Science, Finance, HR and General Management. Alumni of these programs have held a variety of roles across the company, including Division Presidents, Functional VPs and members of the CLT.

“Participating in the HR Graduate Leadership Development Program has been instrumental to my growth. During my first rotation, I have engaged in a diverse range of projects, gaining valuable insights early in my career. With these experiences and my team's support, I have successfully led impactful initiatives, such as facilitating people leader training sessions. This has bolstered my confidence in becoming the HR leader I aspire to be.”

Gigi Haddad, Class of 2026, HR Graduate Leadership Development Program, Thermo Fisher Scientific

Associate talent²

Developing our associate talent pipeline is another critical focus area. In 2023, we deployed talent plans across North America to strengthen the end-to-end colleague life cycle for our associate population and their managers. In 2024, we broadened the program and deployed talent plans across Europe. These talent roadmaps drive greater engagement and improvements in the total colleague experience, including recruiting, onboarding, job readiness, developing capabilities, building high-performing teams, optimizing the work environment and workforce planning. One outcome of the program is enhanced skills-based hiring, which has improved the internal advancement opportunities for our associate colleagues.

AI in talent development

By leveraging advanced AI, we develop new tools to support our colleagues. This includes tailored AI agents, which can autonomously navigate higher-level processes. In 2024, we designed an agent to facilitate more meaningful and comprehensive discussions between colleagues and managers during the formal PMD process. This AI-driven tool operates as a co-author, prompting colleagues to provide valuable details on their achievements with a focus on metrics and impact, leading to richer and more insightful performance dialogues. In addition, by standardizing the way performance data is collected and discussed, the agent helps reduce bias, promoting fairness and objectivity in performance management. This not only fosters a culture of continuous improvement but also drives higher engagement and productivity across the organization.

Talent mobility

Providing our colleagues with a variety of work experiences is one of the most effective ways to help them build rewarding careers. We actively manage our talent through unique opportunities for professional development across our businesses, functions and geographies to enable colleagues to share knowledge and broaden their skills. Talent mobility is also a key component of our continuous succession planning process.

Succession planning

Thoughtful and deliberate succession planning is integral to current and future success. It safeguards our values, promotes leadership continuity and strengthens the adaptability and competitiveness of our organization.

High-potential talent readiness

We recognize the importance of preparing our high-potential talent for future roles, and our business leaders are actively engaged in the development of these colleagues. Our core offerings include development programs for General Manager, Operations and Sales Leader roles.

These programs are regularly reviewed by our sales and operations leadership councils who discuss the performance and potential of emerging and incumbent talent for each of the functional areas. The councils assess talent preparedness for executive responsibilities, review risk and mitigation plans and support the ongoing career development of top sales and operations leaders.

WORKING IN PARTNERSHIP



University of California–San Diego (UC San Diego)

In partnership with UC San Diego, we have embarked on a 10-year [strategic collaboration](#) designed to accelerate research and technology innovation, cultivate the best future talent, and meet ambitious sustainability objectives. Thermo Fisher and UC San Diego’s partnership goals include creating a collaborative research framework to drive innovation in emerging scientific fields, engaging current colleagues in the program, while also developing a pipeline of STEM talent from all backgrounds.



Laboratory Plastics Essentials Training

Thermo Fisher’s Laboratory Products business collaborates with community colleges, vocational schools, and universities globally. Our laboratory plastics essentials program is co-developed and delivered in partnership with institutions that neighbor our sites, from Mexico to Finland, and beyond. Through this technical training, current Thermo Fisher colleagues as well as local vocational students learn to operate heavy equipment while also developing manufacturing skills.



Biotechnology Research and Technology Training

Our Thermo Fisher site in St. Louis, Missouri has a strong partnership with the local community college. Together, we developed the Biotechnology Research and Technology Training (BRaTT) program, which has been honored as St. Louis Community College’s Innovation of the Year. The program is now hosted in-house at Thermo Fisher and provides colleagues — often new to the field — with comprehensive training on the biomanufacturing process, good laboratory practices, and quality assurance so they can excel in a biological production environment.



Engineering Co-Op Program

For more than 20 years, our Engineering Co-Op Program has provided undergraduate students from local universities with practical experience through rotational positions within Thermo Fisher. Our Cincinnati, Ohio site has partnered with several local universities to recruit undergraduate engineering students into the program. With substantial opportunities for hands-on experience in their respective fields, graduates of the program have been successfully integrated into full-time roles across our engineering, operations, and quality teams.

Endnotes:

- 1. “Open” means training programs offered to any Thermo Fisher colleague. “Nomination” means colleagues must be nominated by a Thermo Fisher leader to be considered for or accepted into the training.
- 2. Associate talent represents our colleagues who are non-salaried, hourly workers.

Benefits and wellbeing

We provide a competitive and highly valued total rewards package to attract and retain exceptional, Mission-driven colleagues. To offer both meaningful and fair benefits, we follow a global framework and set of design principles to implement programming at the country level that promotes talent mobility and wellbeing.



As a global company, the benefits and total rewards we offer vary by country. More information is available on our [Total Rewards website](#).

In the United States, colleagues have a choice of comprehensive medical, dental and vision plans, including tax-advantaged savings and spending accounts, as well as commuter benefits, an enhanced mental health benefit inclusive of employee assistance programs (EAP) and company-paid disability, accident and life insurance. We also provide eight weeks of paid leave for primary caregivers and three additional weeks of bonding leave for new parents.

Part-time colleagues in North America who work at least 20 hours per week also have access to benefits, including medical and retirement plans.

One of our many company-sponsored proprietary programs is IMPACT, which gives colleagues and their families access to personalized support and direct lines of communication to experts after a cancer diagnosis. Through IMPACT, we recently enrolled our 1,000th participant and, in 2025, will celebrate 10 years of making a difference in the lives of our colleagues and their loved ones.



Financial wellbeing

We invest in our colleagues' financial health, helping them to grow and protect their savings, plan for the future and share in the success of the company they are helping to build. For example, our programs in the United States and United Kingdom offer financial education on topics including savings, debt, purchasing a home, planning for retirement and planning for a child's education. In addition, we provide tuition reimbursement in the United States, Canada and Puerto Rico and our Employee Stock Purchase Plan (ESPP), available in more than 20 countries, offers colleagues the opportunity to purchase company stock at a discount.

Mental health and wellbeing

As the need for mental health care continues to rise worldwide, we remain steadfast in providing programs that help our colleagues be the best versions of themselves. Our mental health benefit provides global colleagues with services in their local language at no cost. In 2024, we launched an extended mental health benefit, rolled out first in the United Kingdom, Canada and Singapore, to ensure mental health access and coverage is available to those that need it most. Globally we also focused on removing mental health stigmas and encouraging colleague use of available resources. For our leaders, our program also focuses on how to support the mental health of team members. We provide quarterly webinars, one-on-one manager consultations and trainings. Specific focus areas in 2024 included nutrition, end of life planning, election and geopolitical stress and combating burnout.



Meeting colleagues' evolving needs

Continually evaluating our total rewards package is key. We measure it against established benchmarks and relevant market practices to deliver flexible and efficient programs and resources that best meet the needs of our global colleagues and their families. Staying aligned to the changing needs of our colleagues is key to supporting them in ways that will truly add value to and most positively impact their lives.

In 2024, we launched exciting new offerings at no additional cost to colleagues.

- **Virtual physical therapy program**

For U.S. colleagues and their families, this program allows them to receive personalized exercise programming that addresses knee, back and other joint and muscle pain.

- **Inflection, a global program for menopause, fertility and family building**

This program provides inclusive, research-based, curated resources with content developed and delivered by leading experts on topics such as family planning costs and options. Inflection supports our colleagues in making informed decisions with confidence. In partnership with the Women's Empowerment BRG, this offering led Thermo Fisher to become a certified menopause-friendly employer in the United Kingdom in 2025.

About this content

Our Corporate Social Responsibility (CSR) website reflects our commitment to society and our stakeholders, and details our progress on relevant priorities. It is regularly updated to feature the latest on our CSR programs, achievements and performance.

In 2024, we completed the acquisition of Olink Holding AB (publ) (“Olink”), a provider of leading solutions for advanced proteomics discovery and development. This content and data is inclusive of all Thermo Fisher Scientific entities, including Olink Proteomics AB (559046-8632) and Phadia AB (556041-3204).

All 2024 data covers the period from January 1 to December 31, 2024 and can be found aggregated in our [Data summary](#). For select environmental performance indicators, our company’s third-party auditor has provided independent external assurance. Assured data is clearly marked in the [Data summary](#), and a copy of the assurance statement is available in our [Reporting hub](#) providing details on the assurance scope, standards used, work undertaken and conclusions.

For questions or comments regarding this content or our CSR strategy, please contact us at sustainability@thermofisher.com.

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