



# Gender Pay Gap Report 2025

France

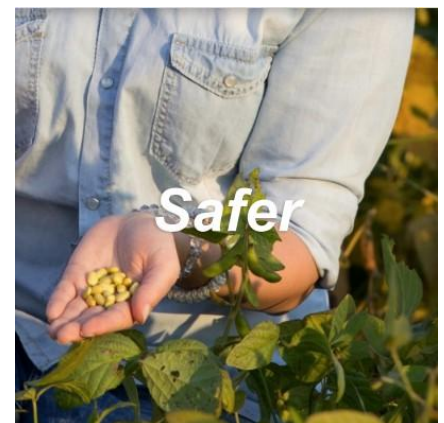
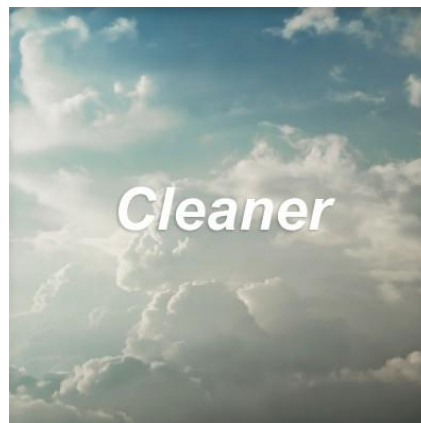
# About us

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.

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# Contents

Foreword	4
Interpreting our data	5
Colleague spotlight	6
Reporting our gender pay gap	7
Our data	8/10
Diversity & inclusion	11
Attracting & developing top talent	12



# Foreword

## Introduction

At Thermo Fisher Scientific, we are firmly committed to the principle of equal pay for equal work and to promoting professional equality between women and men. This commitment is fully aligned with our core values and reflects our belief that a culture grounded in diversity, inclusion and equity enables our colleagues to thrive, perform at their best, and contribute sustainably to the success of our business.

Transparency in remuneration practices is a key lever for identifying and understanding the factors that contribute to gender pay gaps. By analyzing these indicators, we are able to identify areas for improvement and implement targeted actions aimed at reducing inequalities over time. Our approach to diversity and inclusion, which is embedded in our company vision, remains central to this ongoing effort.

We are confident that Thermo Fisher Scientific remunerates its employees fairly, based on skills, experience, responsibilities and performance, in accordance with applicable laws and internal policies. This approach supports our ambition to attract, retain and develop diverse talent across all functions.

Through this report, we present the actions implemented to promote professional equality, including initiatives related to recruitment, career development, leadership representation and policy review. We are encouraged by the progress achieved to date, while remaining conscious that further efforts are necessary.

We remain fully committed to continuous improvement and to fostering an inclusive working environment, consistent with our ambition to be recognized as one of the world's most admired companies.

## Methodology

This report has been prepared in accordance with French statutory requirements relating to professional equality between women and men, notably the provisions of the French Labor Code and the regulations governing the Gender Equality Index (Index de l'égalité professionnelle femmes-hommes).

The calculations presented reflect the methodology defined by the French authorities and apply to Thermo Fisher Scientific entities operating in France that fall within the scope of the legal obligation. Companies with 50 or more employees are required to publish their Gender Equality Index annually, based on defined indicators measuring pay gaps, promotion and salary increase differences, representation among top earners, and compliance following maternity leave.

Thermo Fisher Scientific confirms that the data used in this report is accurate, complete and compliant with applicable regulatory requirements.



Isabelle Martinez  
Director, HR France

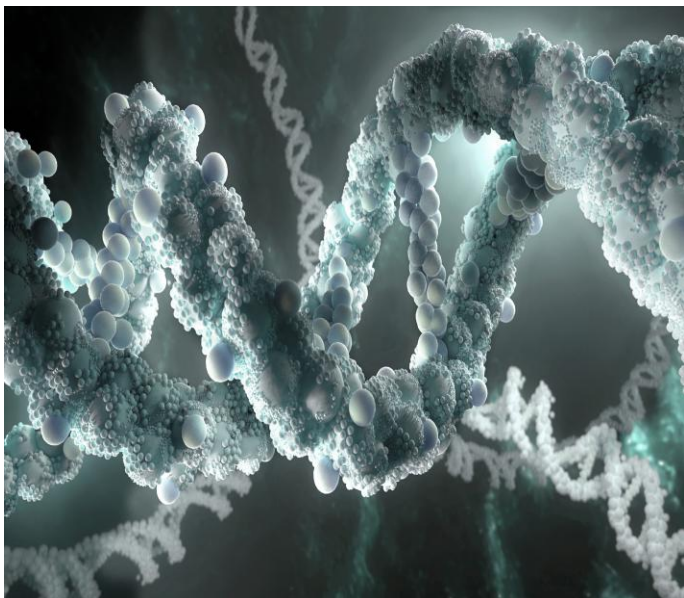
# Interpreting our data

## Gender Pay Gap Reporting

Gender pay gap reporting is a **statutory requirement** applicable in several countries, including France, where companies with **50 or more employees** are required to assess and publish indicators related to professional equality between women and men.

At Thermo Fisher Scientific, this reporting applies to our French entities within the scope of the regulation and forms part of our broader commitment to transparency and continuous improvement in relation to gender equality in the workplace

Gender pay gap results reflect a comparison between the **average remuneration of all female employees and all male employees**, regardless of role, job level, function or seniority. As such, these indicators do not take into account individual factors such as specific job responsibilities, expertise, working patterns (including shift work), start dates or other legitimate elements that may influence individual pay levels.



5

## Gender pay gap and equal pay

The existence of a gender pay gap **does not mean that women and men are not paid equally for the same work**. Equal pay for equal work remains a fundamental principle of our reward philosophy.

At Thermo Fisher Scientific, colleagues are remunerated based on **objective and non-discriminatory criteria**, including role scope, skills, experience, responsibilities and performance. Our global reward framework is reviewed on a regular basis to ensure fairness, consistency and the absence of gender-based or other forms of bias.

We are confident that women and men performing the same roles, with comparable levels of responsibility and experience, are compensated equitably across our organization.

The gender pay gap observed within our organization is **not driven by unequal pay practices**, but rather reflects **structural factors** such as:

- differences in representation between women and men across levels of seniority,
- the distribution of roles and specialisms,
- and, in certain cases, variations in working patterns, including shift work.

These factors influence the overall average remuneration figures and contribute to the gender pay gap at an aggregated level.

Addressing these underlying drivers remains a key focus of our ongoing actions, including initiatives aimed at supporting career development, leadership representation, and balanced progression opportunities for all colleagues.

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# Colleague Spotlight

## Developing women leaders



**Sabrina Mercier**  
French Hub Manager, Third Party Procurement (TPP)

Sabrina joined Thermo Fisher in June 2017 as supervisor of the Export Customer Service team in France.

In a challenging environment, her tenacity to lead new projects and teams has been recognized and she's been offered to lead the operation side and team of the first VMI site implementation in France at Eli Lilly in 2020 at the beginning of COVID.

The success of this experience in such a tense context and her proficiency during these first few years in international business, export transactions, has been highlighted and encouraged by her manager at that time.

Her manager supported her and involved her in several projects such as the GHE (Global Health Equity business) which has led me to a European Export CS manager position.

Strongly motivated by the impact she was having on people she had to manage and the need to constantly develop her leadership to raise these experiences to success stories, she sought opportunities to pursue her development and understand the other sides of the business, bringing her management skills to new teams.

That's how she joined in 2023 a purchase department of the business and took the role of TPP French hub manager that she occupies today.



**Sonia Jourda**  
Director, Quality

Sonia joined Thermo Fisher Patheon two years ago with a strong background in industrial and pharmaceutical operations and a clear passion for transformation and people development. With nearly three decades of experience in complex manufacturing environments, she has built her career at the intersection of operational excellence, cultural transformation and business performance.

Since 2023, she has been leading operations at the Bourgoin-Jallieu site, connecting long-term vision with day-to-day execution across commercial and development activities. She leads with a strong belief that performance and development go hand in hand. By fostering empowerment, accountability and trust, she creates an environment where teams grow, take ownership and deliver sustainable results.

Shortly after joining Thermo Fisher, Sonia was selected to participate in the Aspiring GM program, strengthening her understanding of the General Manager role and expanding her strategic perspective within a global organization. In 2025, she took on a six-month assignment as Interim General Manager at the Bourgoin-Jallieu site — a significant milestone in her leadership journey and a reflection of the company's commitment to developing women leaders.

Through every step of her career, Sonia has demonstrated that inclusive leadership, clarity of vision and confidence in people are powerful drivers of transformation. She is particularly committed to supporting the next generation of leaders and encouraging women to step forward, embrace ambition and shape their own path.

# Reporting our gender pay gap

## A French overview

Thermo Fisher Scientific operates 13 sites in France. Thermo Fisher Scientific is required to report on all entities. This includes fully remote employees, without a designated physical site. The demographic of our French workforce differs across locations, reflecting the specific nature of activities carried out at each site.

### Manufacturing & Operations Sites (France)

Thermo Fisher Scientific operates several manufacturing and operational sites across France, supporting critical production activities within regulated and highly technical environments. These sites rely on skilled roles that involve specific working patterns, operational constraints, and role-related compensation elements.

Within these environments, certain technical and operational positions have traditionally attracted more men and tend to experience low turnover, reflecting both the specialist nature of the roles and the attractiveness of the overall compensation package. This workforce composition can influence overall pay gap outcomes, particularly when additional compensation elements are taken into account.

All compensation elements are applied consistently and in line with French regulations. While they may affect average remuneration figures, they do not reflect a difference in pay for comparable roles. Thermo Fisher Scientific ensures that women and men performing work of equal value are compensated equitably, in accordance with our compensation frameworks and legal obligations.

Any observed gaps primarily reflect structural representation challenges rather than unequal treatment. Our focus therefore remains on:

- Encouraging greater female representation in technical and manufacturing roles
- Supporting internal mobility and skills development
- Promoting access to progression opportunities within operations

Through these actions, we aim to support balanced workforce representation and long-term, sustainable improvement.

### Commercial, Scientific & Corporate Sites (France)

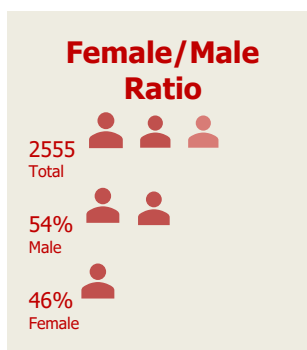
Across our French commercial, scientific, and corporate functions, Thermo Fisher Scientific employs a diverse workforce spanning sales, marketing, scientific support, R&D, finance, HR, and business operations.

Women are well represented across these teams, including in professional and managerial roles. Our recruitment and promotion practices are designed to provide fair access to employment, career progression, and development opportunities, supporting a balanced and inclusive workforce.

Variations in overall pay or progression outcomes within these populations may be influenced by several factors, including:

- Workforce movements during the year
- Timing of promotions and salary reviews
- Variable compensation elements

Thermo Fisher Scientific closely monitors these dynamics to ensure consistency and fairness in our people's practices. Where opportunities for improvement are identified, appropriate actions are taken in collaboration with relevant stakeholders and employee representatives.





**Gender split** Female to male ratio across France



# Our Data

## What is in the Gender Pay

Mean, median, between male and female and key gender pay metrics, including part-time and temporary designations.

1		Reporting the differences in mean pay between men and women calculated on the basis of equivalent hourly (or daily) pay rates.		Thermo Fisher France	
		On 2024		1.04%	
					
2		Reporting the differences in <b>salary increases</b> between men and women — % of Female or Male increased		98.57%	97.7%
		On 2024		94.5%	93.6%
3		Reporting the differences in <b>promotions</b> between men and women — % of Female or Male Promoted		10.13%	9.83%
		On 2024		10.02%	11.37%
4		Reporting the percentage of salary increases processed for women <b>on return from or during maternity leave</b>		100%	
		On 2024		99.5%	
5		Reporting how many female are in the <b>10 highest remuneration</b>		3,5	
		On 2024		4	
6		<b>Those requirements allow to determine a notation /100 as measure of the Gender Pay Gap. Any legal entity having less than 75Pts/100 need to take correctives actions to reduce the gap. Here is the France results as average from all the legal entities' Index :</b>		<b>Index Scores</b>	
				>75: 89	
		On 2024		88.4	

## Variations Year to Year

Year-to-year changes in our gender pay gap results may be influenced by factors such as workforce composition, hiring and attrition, and the timing of salary reviews, promotions, and variable compensation. These variations primarily reflect structural and timing effects rather than changes to our underlying pay practices.

## Our Gender Pay Gap

In France, gender equality is measured through the Gender Equality Index (Index Égalité Professionnelle), in line with French legal requirements. The indicators are calculated based on the defined reference period and apply to all eligible employees within each French legal entity.

## Mean & Median Pay Gap

The mean and median pay gaps represent differences in average remuneration between women and men across the organization. In France, these gaps are mainly driven by workforce distribution across roles and levels. Certain technical and operational positions, which may include additional pay elements, remain historically male-dominated and can influence overall results.

## Mean & Median Bonus Gap

The difference in average bonus paid to male and female employees.

## Salary Increases

This indicator reflects the proportion of women and men who received a salary increase during the reference period. Year-to-year variations may occur depending on salary review cycles, business priorities, and the timing of individual decisions. The distribution of increases remains broadly balanced between women and men.

## Promotions

The promotion indicator measures the proportion of women and men who progressed to a higher role level during the year. Variations may result from organizational needs, role availability, and the timing of promotion decisions, reflecting business dynamics rather than differences in access to career progression.

## Bonuses

This indicator reflects the proportion of women and men who received a bonus during the reference period. Bonus eligibility may be influenced by joining dates, role scope, or the timing of bonus cycles, which can affect results in a given year.

## Benefit in Kind Proportions

This indicator measures the proportion of women and men who received benefits in kind. Any differences observed are primarily linked to role type, level, or eligibility criteria rather than gender-based distinctions.

## Closing the Gap

Thermo Fisher Scientific recognizes that closing the gender pay gap is a long-term process that depends on workforce composition, role availability, and career progression over time. Our focus remains on ensuring equal pay for equal work, encouraging greater gender balance across functions, and supporting access to development and leadership opportunities. Through these actions, we aim to continue making sustainable progress in reducing the gap.

## Summary – France

Over the past year, Thermo Fisher Scientific's results in France demonstrate a continued commitment to professional equality between women and men.

The overall Gender Equality Index score remains stable and well above the regulatory threshold, reflecting consistent and compliant people practices across our French entities.

The gender pay gap in France remains very limited and is primarily influenced by workforce composition and role distribution rather than differences in pay for comparable roles.

Year-to-year variations observed across pay, bonuses, and promotions are mainly driven by organizational dynamics, such as hiring, mobility, and the timing of salary and incentive cycles.

Women are well represented across commercial, scientific, and corporate functions, with balanced access to salary increases and promotion opportunities. Where gaps are observed, they reflect structural factors — particularly within technical and operational roles — rather than unequal treatment.

Thermo Fisher Scientific continues to monitor these indicators closely and to take appropriate actions where needed. Our focus remains on ensuring equal pay for equal work, supporting career development, and strengthening gender balance across all levels and functions, with the objective of achieving sustainable progress over time.

# Our Data (Cross legal Entities)

## Thermo Fisher Scientific in France

Thermo Fisher Scientific employed in France in 2025, more than 2600 people across 13 different legal entities covered by the regulations (for entities >50 employees, so 2 excluded) within France. Thermo Fisher Scientific is, therefore, required to publish data for each separate business entity. Detailed below are the aggregate results for those **11** entities, with the full breakdown for each applicable business entity.

Thermo Fisher Business Entities with over 50 employees each in France (11calculated/13 exiting)	No. of relevant employees in each entity	Proportion of male & female salaries in each business entity (all tracks & categories) (F   M)	Weighted difference in hourly (or daily) pay between male and female employees (% negative means favorable to female)	Proportion of female   male employees who received an increase in salary (F   M)	Weighted difference between male and female employees who received an increase in salary (% negative means favorable to female)	Proportion of female   male employees who received a promotion (F   M)	Weighted difference In hourly pay between male and female employees who received a promotion (% negative means favorable to female)	Proportion of female who received an increase in salary on return from, or during, maternity leave %	Proportion of female   male among the 10 highest salaries in the legal entity (F   M)	Gender Pay - Index Score
Patheon France Sas	485	€ 51,848.00	-4.10%	99.30%	-1.40%	7.20%	-0.80%	100%	4	95
		€ 56,506.00		97.80%		5.90%				
PPD France Sas	609	€ 73,402.00	2.50%	98.10%	0.60%	9.80%	4.50%	100%	6	92
		€ 80,525.00		98.50%		15.30%				
Fisher Scientific Sas	345	€ 53,657.00	4.08%	97.47%	-1.73%	10.61%	0.80%	100%	1	85
		€ 65,895.00		95.92%		11.61%				
Thermo Electron Sas	370	€ 72,817.00	-0.44%	96.60%	-0.58%	12.90%	-5.83%	100%	2	84
		€ 75,766.00		95.70%		8.30%				
Cezanne Sas	129	€ 51,722.00	0.70%	100%	0.00%	n.a.	n.a.	n.a.	8	88
		€ 62,033.00		100%						
Fei Sas	136	€ 61,889.00	6.40%	100%	-5.80%	n.a.	n.a.	n.a.	2	86
		€ 72,334.00		94.20%						
Solventum SAS	91	€ 50,007.00	0.90%	100%	0%	n.a.	n.a.	100%	2	93
		€ 52,133.00		100%						
Life Technologies Sas & LSI Sas included	222	€ 76,811.00	9.90%	96.30%	0.20%	n.a.	n.a.	100%	3	82
		€ 97,960.00		96.50%						
The Binding Site France Sas	58	€ 59,898.00	-2.30%	100%	0%	n.a.	n.a.	n.a.	4	96
		€ 65,698.00		100%						
Thermo Fisher Diagnostic Sas	110	€ 77,883.00	-5.40%	97.90%	0.20%	n.a.	n.a.	100%	3	89
		€ 89,862.00		98.40%						
Total FRANCE Average	2555	€ 62,993.00	0.01%	98.57%	-0.85%	10.13%	-0.71%	100%	3.5	89
		€ 71,871.00		97.70%		9.83%				

# Diversity and Inclusion

Thermo Fisher Scientifics longstanding **4i Values of Integrity, Intensity, Innovation and Involvement** guide our colleagues' interactions with our customers, suppliers and partners, and with each other. These 4i Values are the very foundation of our culture and are fundamental to our continued growth. Our Involvement focus underscores the importance of making connections to work as one global team, embracing unique perspectives and treating others with dignity and respect.

Diversity and Inclusion is not just something we do at Thermo Fisher, it's who we are. It's woven into the fabric of our culture and is vital to the success of our organization. It enables our colleagues to openly share the wide range of perspectives they represent, creating an environment where differences are truly valued, authenticity is sought, and everyone feels they belong and can do their best work.

At the heart of our Mission is the creation of an environment where all colleagues feel they belong and are empowered to contribute, collaborate, and innovate. Fostering an inclusive culture that encourages sharing unique perspectives and bringing one's best to work every day is critical to our success.

As part of these efforts, Thermo Fisher Scientific established **Business Resource Groups (BRGs)** to drive colleague engagement and support our 2030 Vision. BRGs are colleague- led, company-supported voluntary groups that provide opportunities for networking, raising awareness, sharing ideas, and creating community. These dynamic networks unite colleagues through shared interests, beliefs, values, and experiences, serving as vital platforms for fostering a sense of belonging and community within our organization.

By leveraging the diverse perspectives and insights of their members, our BRGs contribute to an inclusive workplace culture that values and respects individual differences. They not only provide support and advocacy for their members but also drive innovation and collaboration across the company. Our BRGs are open to all colleagues, encouraging connections, raising awareness, and sharing ideas.

Ultimately, Thermo Fisher's BRGs play a critical role in creating a cohesive and connected workforce, where every colleague feels empowered to contribute their unique talents and thrive.



Thermo Fisher Scientific - Our ten Business Resource Groups (BRGs)

# Attracting and developing top talent



At Thermo Fisher Scientific, we believe that empowering and advancing exceptional talent is key to driving true inclusion and diversity across every part of our organization. It's not only about representation, it's about ensuring every person has the opportunity to thrive, lead, and make an impact.

Strengthening gender inclusion also plays a vital role in closing the gender pay gap, and we're deeply committed to continuing that progress.

We focus on nurturing female talent through meaningful development opportunities and purposeful career conversations. Our leaders are encouraged to look beyond the familiar and seek out diverse voices and perspectives in both internal and external recruitment. We regularly review our talent strategy to make sure it remains inclusive, equitable, and future-focused.

Building a strong pipeline of future female leaders is another key priority. Through thoughtful succession planning and the incredible work of our Business Resource Groups (BRGs) - including our Women's BRGs, African Heritage, Family Support, and Pride + networks - we're creating pathways for women to grow and lead. These groups bring our commitment to life through inspiring events and initiatives such as "Women in STEM" sessions, and partnerships with schools and universities that connect young women with scientists, executives, and thought leaders who show what's possible.

Our unique hands-on STEM Education Program is brought to young learners in our local communities by our colleagues who are inspiring future generations into careers in STEM. Our Community Partnership group continues to recruit colleagues to volunteer at STEM events across the country, offering colleagues paid time off to ensure it is accessible.

We continue to invest in the development of every colleague through a rich suite of learning and training opportunities. At the heart of this is Thermo Fisher University, our internal learning platform that gives colleagues easy access to tailored content to help them achieve their aspirations. Alongside this, our annual ethics and diversity training series reinforces our shared responsibility to champion inclusion and advance female representation across Thermo Fisher.

We're proud of the progress we've made on our inclusion journey - but we know there's always more to do. We're committed to continuing to push boundaries, think differently, and deliver best-in-class experiences that empower our people at every stage of their careers.

Together, we'll keep building an inclusive culture that supports gender equality, strengthens our communities, and helps all our colleagues reach their full potential.

## Integrity



## Intensity



## Innovation



## Involvement

