



# Gender Pay Gap Report 2025

Ireland

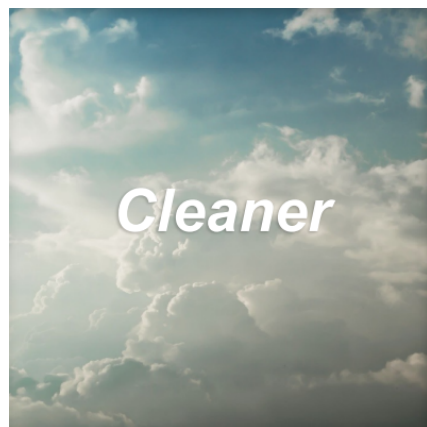
## About us

Thermo Fisher Scientific Inc. 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, 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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# Foreword

## Introduction

At Thermo Fisher Scientific, we are unwavering in our commitment to ensuring equal pay for equal work and fully endorse the promotion of equality through gender pay gap reporting. This dedication is deeply rooted in our core values, as we believe that cultivating a culture of diversity, inclusion, and equity is essential for our colleagues to feel secure, perform optimally, and contribute to the long-term success of our business.

By maintaining transparency in pay, we can uncover the underlying disparities that contribute to our gender pay gap. We are resolute in our pursuit of continuous improvement and are determined to significantly reduce these gaps. Our philosophy on diversity and inclusion, which is integral to our company vision, is central to this endeavour.

Gender pay reporting entails comparing the earnings of all females to those of all males, irrespective of their roles or levels of seniority. Consequently, it is possible to compensate women and men equitably while still having a gender pay gap.

We are confident that we remunerate all our colleagues fairly for the same work, based on their skills, experience, and performance. This practice is not only transparent but also vital for retaining and attracting our diverse talent.

In this report, we outline the targeted and consistent measures we have implemented to enhance overall equity. These measures include revising hiring practices, improving leadership and development opportunities, and refining our policies. We take pride in the progress we have made and the opportunities we have created for our colleagues.

Nonetheless, we acknowledge that there is still more work to be done. We remain committed to our goal of becoming one of the world's most admired companies, founded on the principles of an inclusive and diverse working environment.

## Methodology

We confirm that our gender pay gap calculations are accurate and meet the statutory requirements of Thermo Fisher Scientific in line with the methodology set out in the Employment Equality Act 1998 (Section 20A) (Gender Pay Gap Information) Regulations 2025.

This report contains Thermo Fisher Scientific's statutory disclosure of the gender pay gap for our businesses within Ireland. From 2025, all companies with 50 or more employees are required to publish their gender pay gap, sharing their percentage of female employees



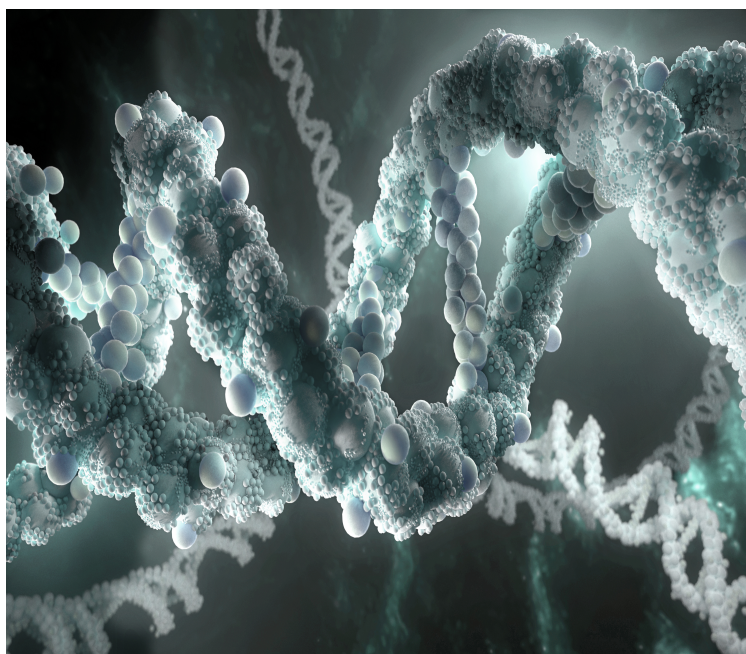
**B.A. Nimmo**  
Senior Director, HR UK/Ireland

# Interpreting our data

## Gender pay gap reporting

Gender pay gap reporting is an Ireland specific requirement, Thermo Fisher Scientific employs 1,128 people with two distinct sites covered by these regulations within Ireland. In 2025, we have also included reporting companies with over 50 employees.

Gender pay gap results are a comparison of the pay received by all females, to the pay received by all males. It does not take into account differences in the role performed, individual expertise, shift patterns, start dates or other factors which legitimately impact the way in which different colleagues are paid.



## Gender pay gap and equal pay

Having a gender pay gap does not mean that men and women are not receiving equal pay. Paying our colleagues fairly and equitably relative to their role, skills, experience and performance is central to our global reward philosophy. Our global reward structure is reviewed on an ongoing basis to ensure that there is no unfair gender or other bias in how colleagues are paid.

Our pay gap is not a result of equal pay concerns, 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 exists largely due to an imbalance between females and males in terms of seniority, specialisms and shift work profiles.

# Colleague Spotlight

## Developing women leaders



**Emily Carlson**

### Laboratory Manager, Metrology

I joined Thermo Fisher in August 2016 as an Associate Lab Support Engineer in the Metrology Team, bringing over 10 years of Field Service Engineering experience, including expertise in High Temp GPC, HPLC, and Particle Sizing. During my tenure in Metrology, my manager recognized my potential and encouraged me to pursue a leadership role. This led to my nomination for the "Emerging Leader Program," which provided me with invaluable insights into management responsibilities.

Motivated by this experience, I sought opportunities to broaden my skill set. In 2018, I successfully transitioned to an IT Validation position to gain more experience in the validation of new technologies (both hardware and software). My proficiency in this role led to a promotion to IT Validation II in 2019. This position also afforded me the opportunity to travel to the Athlone, Ireland site, where I assisted with the installation of equipment for the cell lab expansion and built strong connections with the Ireland team. This experience ignited my passion for Ireland and inspired me to pursue a leadership role there.

*"I love expanding my skill set, and Thermo Fisher has continually provided new tools and opportunities that have helped shape my growth and bring me to where I am today."*



**Maureen Kelly**

### Director, Quality

Maureen has worked at the Cork Small Molecule manufacturing site since 2003 when she joined as an Operational Qualification (OQ) Chemist in the Quality team.

Prior to that Maureen worked in Novartis and Astellas in laboratory based roles. Maureen held a number of quality and compliance positions in the quality and operations teams prior to taking on the role of site OQ Manager in 2012.

Maureen was appointed into the role of Site Quality Director in 2021. Maureen holds a Masters in Chemistry from the National University of Ireland Cork and holds a Qualified Person (QP) qualification (MSc in Industrial pharmaceutical science) from the Royal College of Surgeons Dublin/Sligo IT.



# Reporting our gender pay gap

Thermo Fisher Scientific operates two sites in Ireland, Cork and Athlone. Beginning in 2025, Fisher Scientific Ireland is also now included as it employs more than 50 people. This team operates fully remotely, without a designated physical site. The demographics of our Irish workforce differs across locations, reflecting the specific nature of activities carried out at each site.

## Cork

Thermo Fisher Scientific Cork Ltd is a 24/7 manufacturing site operating with shift patterns across a variety of functions and departments. While we continue to maintain strong performance and engagement across all areas, we recognise that there is currently a lower representation of women in shift-based manufacturing roles. These skilled positions offer significant role-specific allowances, overtime, and shift premiums, which are included in our gender pay gap reporting alongside basic salary. Because these premiums make shift roles particularly attractive, turnover in these positions tends to be low, which can slow progress in re-balancing the male-to-female ratio over time.

When these additional premiums are excluded, our mean gender pay gap reduces considerably. However, we understand that shift-based roles naturally attract higher overall compensation levels, and that the specialist nature of our operations and limited employee turnover can make it more challenging to achieve an even gender balance.

It's also important to note that 2024 bonus payments are reflected in the 2025 payout year. As a result, employees hired during 2025 are not eligible for bonuses until 2026 and are therefore excluded from the calculations shown on pages 8/9. We acknowledge that our gender pay gap reflects the underrepresentation of women in shift-based roles rather than a pay disparity. As a team, we are committed to addressing this imbalance as opportunities arise. Our focus remains on encouraging more women to apply for shift and technical positions, while continuing to promote inclusion and career development for women across all functions.

## Athlone

Since opening its doors in 2010, PPD Development Ireland Ltd. in Athlone has grown into a trusted partner in the global clinical research community. As part of our strategy, we provide a wide range of services that help bring innovative pharmaceutical and biotechnology products from the lab to the patient.

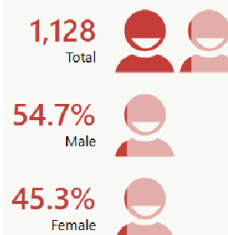
Our talented teams deliver fully integrated solutions across small molecules, biologics, bio-pharmaceuticals, and cutting-edge cell and gene therapies.

In 2021, Thermo Fisher Scientific acquired PPD, strengthening our ability to offer end-to-end clinical trial management. Together, we now provide comprehensive support to our pharma and biotech partners, helping ensure that safe and effective medicines reach those who need them most.

The clinical research industry has seen a remarkable transformation in recent years, with women increasingly stepping into leadership roles and shaping the future of the field. This shift is reflected within our own organisation. Our roles continue to attract a diverse range of talent — with women representing 67% of successful candidates during the 2024/2025 reference years. This demonstrates both our inclusive approach and the strong presence of women across all levels of our business.

We are proud of the progress we've made, and we remain firmly committed to creating an environment where everyone — regardless of gender — can develop, contribute, and succeed. By continuing to focus on inclusion and opportunity, we are confident in our ability to make meaningful and lasting progress in closing our gender pay gap.

## Female/Male Ratio







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



# Our data

## Core Pay & Bonus Metrics (All, Part-Time, Temporary)

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

Thermo Fisher Scientific Cork Ltd.			PPD Development Ireland Ltd.		Fisher Scientific Ireland Ltd.	
# Female employees:		114		364		33
# Male employees:		335		211		71
Mean gender pay gap:		33.5%		9.6%		-34.1%
Median gender pay gap:		37.8%		12.5%		-10.7%
Mean bonus pay gap:		20.3%		-14.2%		-358.3%
Median bonus pay gap:		24.7%		9.6%		-72.9%
Female employees receiving a bonus:		98.2%		84.6%		81.8%
Male employees receiving a bonus:		97.9%		89.6%		84.5%
Proportion of females and males in each quartile for pay:						
Lower quartile:	56.3%	43.8%	76.2%	23.8%	19.2%	80.8%
Lower middle quartile:	35.7%	64.3%	66.0%	34.0%	42.3%	57.7%
Upper middle quartile:	6.3%	93.8%	51.4%	48.6%	26.9%	73.1%
Upper quartile:	3.5%	96.5%	59.7%	40.3%	38.5%	61.5%
% receiving a Benefit in Kind:	95.6%	96.7%	90.1%	91.5%	90.9%	77.5%

## Variations Year to Year

Differences in the overall distribution and timing of bonus payments will impact the bonus pay gap in any one year. Changes in individual awards can influence the results, showing how bonus figures can vary from year to year. As a result, the reported gap reflects timing and distribution effects rather than any underlying change in pay practices.

## Our Gender Pay Gap

The Irish Gender Pay Gap legislation requires companies to disclose specific metrics and has outlined how these should be reported. The data is calculated across all jobs and levels within the organisation as of 30th June 2025.

## Mean & Median Pay Gap

The difference in hourly rates of male and female relevant employees including part-time and temporary employees. The current mean gender pay gap in Ireland is 28.4%. Our mean and median pay gaps are mainly driven by our demographics in roles such as operations that are predominantly male-occupied, and the additional elements of pay like shift allowance and overtime associated with these roles.

## Mean & Median Bonus Gap

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

## Bonus Proportions

The proportion of male and female employees who received a bonus. The joining date can impact the ability of some employees to receive a bonus in the representative year.



## Benefit in Kind Proportions

The proportion of male and female employees who received BIK.

# Our data (contd)

## Part Time and Temporary Employees

Mean, median, gender pay gap analysis between male and female for part-time and temporary designations.

	Thermo Fisher Scientific Cork Ltd.	PPD Development Ireland Ltd.	Fisher Scientific Ireland Ltd.
 <b>Part Time Employees</b>	9	8	0
Median gender pay gap	43.1%	N/A	N/A
Mean gender pay gap	35.5%	N/A	N/A
		<i>(All PT employees are female)</i>	
 <b>Temporary Contracts</b>	63	6	0
Median gender pay gap	33.5%	-32.5%	N/A
Mean gender pay gap	34.9%	-29.6%	N/A

## Variations Year to Year

The gender pay gap among temporary and part time employees reflects differences in occupational roles and shift related roles. This also means that representation and pay gaps are subject to greater movement.

## Closing the gap

Closing the Gender Pay Gap remains a key priority at Thermo Fisher Scientific. In Ireland, our gap primarily reflects the distribution of men and women across different levels and functions - particularly in technical, manufacturing, and scientific roles where women continue to be underrepresented. Addressing this requires sustained focus, transparency, and meaningful action.

We recognise that closing the gap takes time, but we are committed to continuous improvement and measurable progress year on year. By embedding diversity, equity, and inclusion in every part of our business, we strengthen innovation, collaboration, and our ability to deliver life-changing solutions for our customers and communities.

# 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 organisation. 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 Programme 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

