



Gender Pay Gap Report 2025

United Kingdom

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.

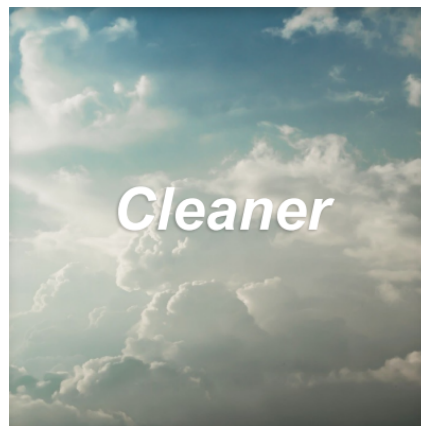
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Foreword

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 Equality Act 2010 (Gender Pay Gap information) Regulations 2017.

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 colleagues are required to publish their gender pay gap, sharing their percentage of female colleagues and the difference in mean and median pay between women and men.



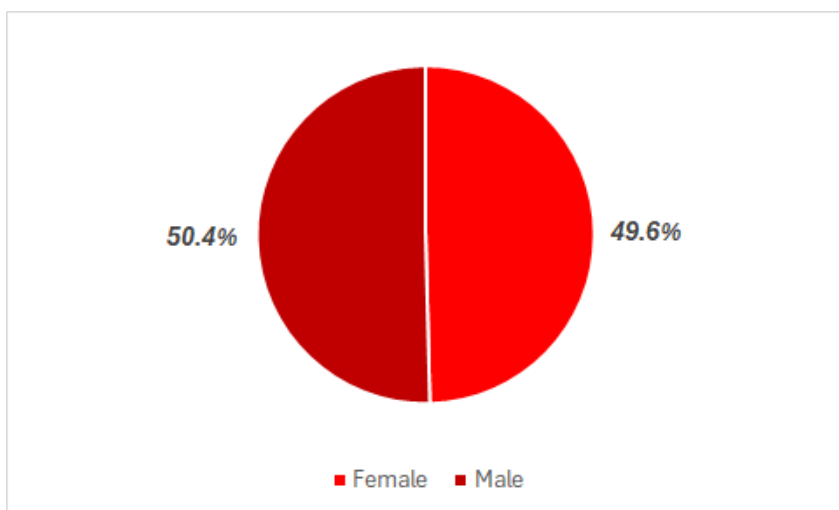
B.A. Nimmo
Senior Director, HR UK/Ireland

Reporting our gender pay gap

Gender pay gap reporting

Gender pay gap reporting is a UK specific requirement, Thermo Fisher Scientific employs more than 5,700 people across the legal entities covered by these regulations within the UK.

The gender pay gap is the difference between the pay received by all females within the reporting entity expressed as a percentage of male earnings. It does not reflect the differences in the roles being performed, or the individual expertise and other factors which legitimately impact the way in which different colleagues are paid.



Gender split

Female to male ratio across the reportable entities in the UK.

Gender pay gap and equal pay

Having a gender pay gap does not mean that men and women are paid unequally. Ensuring colleagues are rewarded fairly and equitably based on their role, skills, experience and performance is fundamental to our global reward philosophy. Our reward framework is reviewed regularly to help ensure there is no unfair gender or other bias in how colleagues are compensated.

Our gender pay gap is not driven by equal pay issues. We are confident that men and women across our organisation receive equal pay for equal work, taking into account role scope, seniority, responsibilities, skills, experience and other relevant factors that appropriately influence pay. Our gender pay gap primarily reflects the distribution of men and women across different levels of seniority and areas of specialism within the organisation.

Summary for Thermo Fisher Scientific

Thermo Fisher Scientific employs 5795 people across nine different legal entities covered by the regulations within the United Kingdom. Thermo Fisher Scientific is, therefore, required to publish data for nine separate business entities. Detailed below is the aggregate results for those nine entities, with the full breakdown for each applicable business entity.

Hourly Pay Difference between male and female colleagues

Business reportable entities	No. of relevant colleagues in each entity	Proportion Female Male colleagues in each business entity (F M)	MEAN hourly pay difference between male and females colleagues (%)	MEDIAN hourly pay difference between male and females colleagues (%)
Fisher Clinical Services UK Ltd	577	46.4% 53.6%	4.97	2.41
Fisher Scientific UK Ltd	556	46% 54%	5.69	2.91
Life Technologies BPD UK, LTD	302	28.1% 71.9%	-6.03	-4.83
Life Technologies Limited	1246	46.4% 53.6%	5.33	6.68
Oxoid Ltd	393	43.5% 56.5%	5.91	1.39
Thermo Electron (Manufacturing) Ltd	327	27.2% 72.8%	-0.07	-4.22
Patheon UK Limited	407	40% 60%	14.19	9.89
PPD Global Ltd	1308	68.7% 31.3%	4.23	0.58
The Binding Site GRP Ltd	679	54.1% 45.9%	19.96	9.63
Total across nine reportable entities	5795	49.6% 50.4%	-1.71	-1.38

Proportion of male and female colleagues in each compensation quartile

Business reportable entities	Proportion female male in lower quartile pay bands (F M)	Proportion female male in lower middle quartile pay bands (F M)	Proportion female male in upper middle quartile pay bands (F M)	Proportion female male in upper quartile pay bands (F M)
Fisher Clinical Services UK Ltd	54.9% 45.1%	42.4% 57.6%	41% 59%	47.6% 52.4%
Fisher Scientific UK Ltd	53.2% 46.8%	41.7% 58.3%	43.9% 56.1%	45.3% 54.7%
Life Technologies BPD UK, LTD	21.3% 78.7%	26.3% 73.7%	37.3% 62.7%	27.6% 72.4%
Life Technologies Limited	51.4% 48.6%	46.8% 53.2%	44.4% 55.6%	42.9% 57.1%
Oxoid Ltd	50% 50%	37.8% 62.2%	43.9% 56.1%	42.4% 57.6%
Thermo Electron (Manufacturing) Ltd	32.1% 67.9%	20.7% 79.3%	28% 72%	28% 72%
Patheon UK Limited	54.5% 45.5%	34.3% 65.7%	38.2% 61.8%	33.3% 66.7%
PPD Global Ltd	71.3% 28.7%	66.4% 33.6%	71.3% 28.7%	65.7% 34.3%
The Binding Site GRP Ltd	60.9% 39.1%	62.9% 33.6%	52.4% 47.6%	40% 60%
Total across nine reportable entities	51.5% 48.5%	46.7% 53.3%	47% 53%	53.3% 46.7%

Summary for Thermo Fisher Scientific (Contd)

Bonus pay difference and proportion between male and female colleagues

Business reportable entities	MEAN Difference in bonus payment between female and male colleagues (%)	MEDIAN Difference in bonus payment between female and male colleagues (%)	Proportion female male receiving bonus pay (F M)
Fisher Clinical Services UK Ltd	15.74	-6.28	94.1% 94.1%
Fisher Scientific UK Ltd	-7.24	33.48	78.20% 69.9%
Life Technologies BPD UK, LTD	-8.48	-2.28	93.5% 85.5%
Life Technologies Limited	14.15	-58.33	92.1% 92.7%
Oxoid Ltd	19.9	-46.96	91.6% 89%
Thermo Electron (Manufacturing) Ltd	-8.89	-12.84	95.4% 93.3%
Patheon UK Limited	9.7	9.39	88.2% 89.6%
PPD Global Ltd	23.96	7.61	93.7% 92.5%
The Binding Site GRP Ltd	52.48	28.36	95% 95.8%
Total across nine reportable entities	19.74	10.37	91.8% 89.7%

The gender pay gap - our results

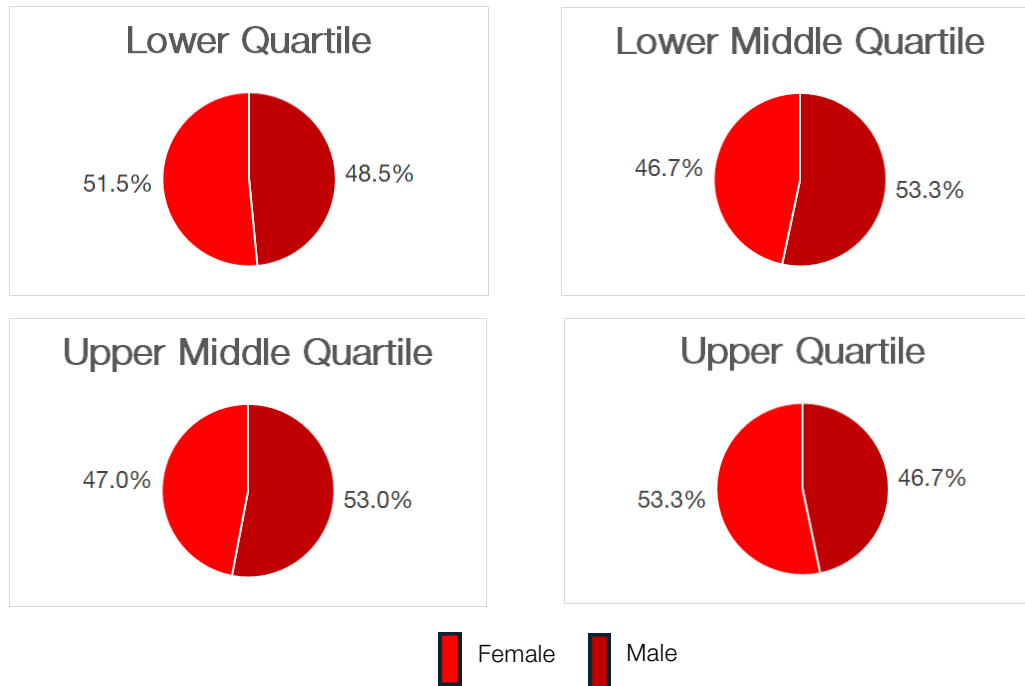
1. Reporting the differences in mean and median pay between men and women calculated on the basis of equivalent hourly pay rates.



2. Reporting the differences in mean and median bonus pay between men and women.



3. Reporting the distribution of men and women between pay band quartiles, calculated using the range of hourly pay rates.



4. Reporting the proportion of men and women receiving bonus pay in a year.



Colleague spotlight

Developing women leaders



Kathi Robinson

Director, Accounting

Kathi joined Thermo Fisher Scientific in 2015 as an Accountant shortly after the acquisition of Life Technologies. Early in her journey she became deeply involved in finance migration projects and completed Practical Process Improvement training, which sparked her long-standing interest in process improvement and global standardisation. These experiences helped shape her analytical approach and her ability to work effectively across borders.

In 2017 she stepped into her first people-leadership role and discovered a passion for leading teams through change. Over the years she took on strategic lateral moves that expanded her experience, including managing large-scale migration programmes and supporting digital and process transformation initiatives. These roles allowed her to build strong networks, strengthen her strategic thinking and broaden her influence across Global Business Services.

A further lateral move in 2023 enabled Kathi to balance personal commitments while deepening her expertise. After maternity leave in 2024, she returned to a Director position within the Global Process Owner team, where she now helps drive process optimisation, digital enablement and business expansion across regions. Her work supports consistent global operations and contributes to the company's long-term strategy.

Kathi's leadership was tested during the COVID-19 period, when she onboarded and led a newly formed team entirely remotely while delivering critical migration work across regions. Leading through this period of uncertainty strengthened her ability to drive clarity, connection and momentum in complex environments. Today, Kathi exemplifies how senior leadership roles can be balanced with flexible working arrangements, and how purposeful lateral moves can enable long-term career sustainability. Her journey highlights the value of building breadth of experience and resilience to support both personal priorities and lasting organisational impact.



Fern Stubbings

Supervisor, Manufacturing Operators

Fern joined Thermo Fisher Scientific in November 2019 as a Senior Operator agency temp at the Warrington site, following her studies in Biological Sciences at the University of Liverpool. Brought in to support validation activities, she quickly immersed herself in the role, building strong technical knowledge and becoming a trusted contributor. Despite joining during the challenges of the COVID-19 period, she secured a permanent position in July 2020 and continued to progress steadily.

In 2021, Fern transitioned into the Quality Control (QC) department, moving into a Lead Operator role before stepping into people leadership as a QC Team Lead in 2022 and later QC Supervisor in 2023. These roles helped shape her leadership style, with a strong emphasis on developing others, building trust and learning to delegate as she transitioned from hands-on delivery to a more strategic focus.

At the start of 2024, Fern made a lateral move into a Manufacturing Supervisor role within Rapid Value Stream, bringing together her experience across both QC and manufacturing. She has embraced change throughout her career, regularly taking on stretch assignments and new challenges to broaden her impact and understanding of the business.

Alongside her day-to-day role, Fern is actively involved in site and global initiatives, including the Women's Business Resource Group and the Global Genetic Sciences Division Employee Involvement Survey Career Programme, where she led activities across multiple sites. The most rewarding part of her journey has been supporting others to grow in confidence and capability. Fern hopes her experience encourages colleagues to embrace development opportunities, including lateral moves, as a powerful way to build long-term career success.

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.



**49 API
Voices**

Business Resource Group



**African
Heritage**

Business Resource Group



**Family
Support**

Business Resource Group



**Digital
Ready**

Business Resource Group



Gen2Gen

Business Resource Group



Hola!

Business Resource Group



PossAbilities

Business Resource Group



Pride+

Business Resource Group



Veterans

Business Resource Group



**Women's
Empowerment**

Business Resource Group

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

Belonging week

At Thermo Fisher, we recognise the strength that comes from diverse talents, backgrounds and experiences. By fostering an inclusive culture where everyone feels a sense of belonging, we create the conditions for colleagues to grow, thrive and contribute their best.

Each September, for one week, teams across the globe come together to celebrate Belonging Week. Our theme for 2025, "Unlocking Our Hidden Potential," encouraged colleagues to connect, learn and explore new ways to elevate their individual and collective impact. With support from our Belonging Ambassadors, sites organised activities that highlighted our 4i Values and reinforced our commitment to inclusion and belonging.

In the UK, colleagues enjoyed a variety of engaging events, including networking sessions, wellbeing activities, AI-focused learning, webinars, and team connection opportunities. These activities not only brought fun and energy to the week but also helped colleagues discover new strengths, build relationships and continue shaping a workplace where everyone feels valued.

"Belonging Week was created for all colleagues to come together to learn and celebrate our 4i Values of Integrity, Intensity, Innovation and Involvement and culture of belonging. Professor Adam Grant and author of the book *Hidden Potential* will kick off the week in a webinar revealing the science behind achieving greater things. Throughout the week, we will host additional webinars centred around the theme of 'Unlocking Our Hidden Potential' and hear from experts on how to build the skills and behaviours to raise aspirations and exceed expectations in today's ever-evolving world.

Belonging Week 2025 promises to be our best celebration yet as we realize our own potential and continue to foster an environment where everyone feels valued, respected and connected."

Peter Kim – Vice President, Culture & Counsel Corporate HR



Menopause activity

At Thermo Fisher Scientific, we are deeply committed to creating an inclusive and supportive workplace for all colleagues, including those affected by menopause. In support of this commitment, we launched our UK Menopause Wellbeing Policy on 1 February 2022. The policy aims to raise awareness of menopause and its potential impact in the workplace, while improving understanding of the condition and how it may affect colleagues at different stages of their careers.

The policy is designed to foster an open and supportive culture in which employees feel confident having meaningful conversations with their managers and colleagues about their experiences and the support they may need. By encouraging openness and understanding, we aim to reduce the challenges that menopause symptoms can present at work and enable colleagues to perform at their best.

2025 marked a significant milestone in strengthening our ongoing support in this area. Our Global Women's Empowerment Business Resource Group established a central hub of menopause-related resources, providing all employees across the organisation with access to a wide range of internal and external guidance and support. This initiative has further extended the reach of menopause awareness across Thermo Fisher Scientific.

In addition, menopause awareness training was introduced in 2025 for employees, alongside dedicated training for people managers. This ensures managers are equipped with the knowledge, tools and processes needed to provide effective, empathetic support to colleagues experiencing menopause symptoms.

As a result of this continued focus and investment, Thermo Fisher Scientific was awarded the Menopause Friendly Accreditation by Henpicked in 2025, recognising our commitment to making Thermo Fisher Scientific a supportive and inclusive place to work for all colleagues.



STEM activity

Inspiring the next generation of innovators

Across the UK, our colleagues continue to inspire the future of science by bringing STEM (Science, Technology, Engineering, Mathematics) to life for young people in our local communities. We are proud to partner with schools surrounding our sites, offering hands-on activities designed to spark curiosity and encourage pupils to consider the many educational and career pathways within STEM. These experiences form an important part of our commitment to helping build a diverse and inclusive future STEM workforce.

One standout moment this year took place on 25 June 2025, when volunteers from our Basingstoke site supported an inspiring STEM event at the National Oceanography Centre in Southampton. More than 200 secondary school students from across Hampshire attended, engaging directly with Thermo Fisher colleagues in practical activities that showcased real-world science and the impact it can have.

Our Inchinnan site has also been a driving force behind STEM outreach this year. Throughout 2025, the team has delivered a record number of school visits and on-site activities, creating opportunities for pupils to explore science in action. Since tracking began in 2020, this year marks Inchinnan's highest level of STEM engagement, reflecting both the enthusiasm of our volunteers and the strong partnerships built with local schools.

These moments highlight the passion and commitment of our teams across the UK, who generously give their time to inspire the next generation of scientists, engineers and innovators. Their efforts continue to strengthen our relationships within our communities and support a brighter, more inclusive future for STEM.



Where we are headed

We remain dedicated to building a truly inclusive culture for our colleagues by removing barriers that may limit their ability to succeed. Our aim is to create a workplace where everyone feels valued, respected, and empowered, and where equal opportunities exist for personal and professional growth.

We are taking a number of deliberate actions to strengthen gender balance across our organisation, which we believe will contribute to meaningful and sustained improvement in our UK gender pay gap over time. These actions include:

Strengthening our diverse and inclusive culture

We will continue cultivating an environment where diverse talent can succeed and grow. We believe every colleague should feel confident in being themselves, respected for who they are, and supported to perform at their best.

Inclusion and belonging are central to who we are as an employer. Accountability sits at the heart of our D&I strategy, and we all share responsibility for progressing our objectives. We are also committed to promoting and supporting engagement in our UK business resource groups, recognising the important role they play in fostering connection and inclusion.

Developing female talent and ensuring diverse representation in recruitment

A key part of addressing our gender pay gap is attracting, nurturing, supporting, and retaining exceptional and diverse talent. Our priority is to build a strong and sustainable pipeline of diverse candidates through continued investment in our early careers strategy and by embedding gender balance throughout our recruitment and selection processes.

We remain focused on ensuring fair and equal access to career progression and development opportunities for all colleagues.

Supporting a culturally diverse workforce

We continue to prioritise the wellbeing of our colleagues and their families by offering a broad range of family-focused policies. These initiatives are designed to support colleagues in returning to or remaining in the workplace, while providing the flexibility to adapt working arrangements to meet individual family needs.

We are committed to regularly reviewing and enhancing our benefits to ensure they effectively support the health and overall wellbeing of our colleagues.