



Gender Pay Gap Report 2019 France

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Foreword

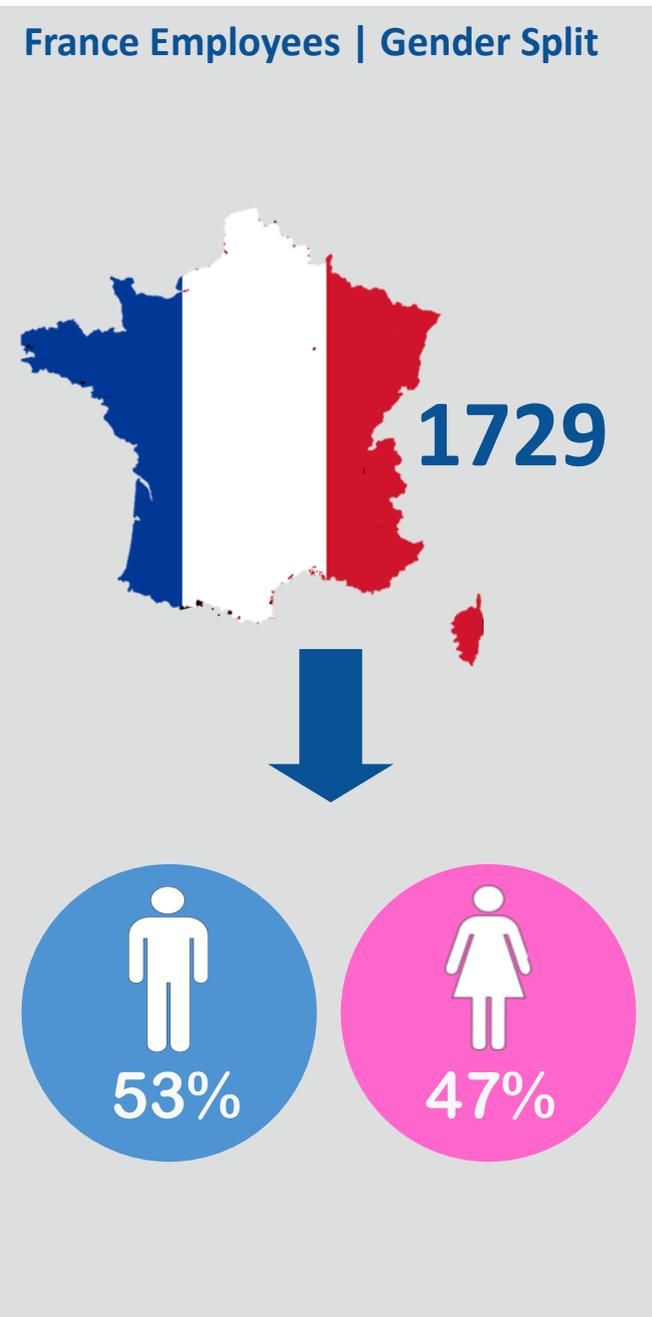
This Report contains Thermo Fisher Scientific's statutory disclosure of the gender pay gap for our businesses within France. All companies with 50 or more employees are now required to publish their gender pay gap under new legislation that came into force in September 2018. At Thermo Fisher Scientific, we welcome and support gender pay gap reporting, as we have long been committed to equal opportunities. This Report provides both the statutory disclosures required of Thermo Fisher Scientific, as well as further context around our pay practices.

We confirm that our gender pay gap calculations are accurate and meet the requirements of the methodology set out in "the Law for freedom to choose a professional future" (Gender Pay Gap information) Regulations 2018.

Signed:
Celine Garnier
HR Director—France
On behalf of Thermo Fisher Scientific

Thermo Fisher Scientific Inc. (NYSE: TMO) is the world leader in serving science, with revenues of more than \$20 billion and approximately 70,000 employees globally. Our mission is to enable our customers to make the world healthier, cleaner and safer. We help our customers accelerate life sciences research, solve complex analytical challenges, improve patient diagnostics, deliver medicines to market and increase laboratory productivity. Through our premier brands we offer an unmatched combination of innovative technologies, purchasing convenience and comprehensive services.

In order for us to fulfil our Mission, it is imperative that our employees have opportunities to learn, grow and influence our company culture. We appreciate the diversity of our workforce, knowing that varied backgrounds, lifestyles and perspectives will lead to innovative thinking. And we work hard to promote an environment where all employees feel valued and included.



What is the gender pay gap ?

Under the French Government's new Gender Pay Gap regulation¹, companies with more than 50 employees in France are required to report their gender pay gap for all legal entities in the country. The French Government regulations have five key requirements:

1	Reporting the differences in mean pay between men and women calculated on the basis of equivalent hourly (or Daily) pay rates , including variable paid and the value for the car (if eligible)	% Difference -0.162	
2	Reporting the differences in salary increases between men and women — % of Female or Male increased	% Female 80	% Male 82
3	Reporting the differences in promotions between men and women — % of Female or Male Promoted	% Female 4	% Male 2
4	Reporting the percentage of salary increases processed for women on return from or during maternity leave	% Female 95,8	
5	Reporting how many female are in the 10 highest remuneration	Female 3 Index Score >75	

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.

¹ Further information on the French Gender Pay Gap reporting requirements can be accessed from the following link:

Summary for Thermo Fisher Scientific

Thermo Fisher Scientific employed in France in 2019 over 1729 people across 8 different legal entities covered by the regulations (for >50 employees) within France. Thermo Fisher Scientific is, therefore, required to publish data for eight separate business entities. Detailed below are the aggregate results for those eighth entities, with the full breakdown for each applicable business entity.

Thermo Fisher Business Entities with over 50 Employees (8/10)	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 (%)	Proportion of female male employees who received an increase in salary (excl promotion) (F M)	Weighted difference between male and female employees who received an increase in salary (excl promotion)	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 (%)	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	433	40.782 / 42.743	-2,98%	73.7% / 74.2%	0,14%	6.3% / 1.8%	-4,59%	100%	3 / 7	88
Fisher Scientific Sas	328	39.548 / 54.551	8.69%	90.1% / 92.5%	2.06%	2.7% / 2.7%	-0.23%	100%	1 / 9	69
Thermo Electron Sas	345	48.347 / 55.375	-2.81%	77.9% / 80.8%	5.71%	3.2% / 1.6%	-4.17%	75%	2 / 8	72
Cezanne Sas	119	39.342 / 42.976	0.50%	88.8% / 89.7%	1.00%	n.a.	n.a.	n.a.	5 / 5	99
Fei Sas	103	51.367 / 55.426	5.10%	78% / 80%	2.50%	n.a.	n.a.	100%	1 / 9	84
Life Technologies Sas incl LSI	193	57.247 / 71.877	5%	87.8% / 93.3%	5.60%	n.a.	n.a.	100%	3 / 7	80
Thermo Electron LED Sas	63	52.674 / 55.649	-7.90%	83% / 78%	5.60%	n.a.	n.a.	100%	5 / 5	91
Thermo Fisher Diagnostic Sas	145	52.285 / 59.512	-6.90%	65.8% / 73.6%	7.90%	n.a.	n.a.	n.a.	3 / 7	86
Total Across 8 entities	1729	47.699 / 54.763	-0.162	80.6 / 82.7%	3.81%	4% / 2%	-2.99%	95.8%	23 / 57	83.6

Closing the Gap

Our ambition is to close the gap. To achieve this, we are committed to delivering a wide range of initiatives to improve how we attract, engage and develop women in our workplace.

Thermo Fisher Scientific are also committed to a pay-for-performance culture, ensuring we reward our employees according to their contribution to our business.

At Thermo Fisher Scientific, our mission is **to enable our customers to make our world healthier, cleaner and safer**, and everything we do is grounded in our company values of **Integrity, Intensity, Innovation and Involvement**. These values guide our interactions with our customers and with our colleagues, creating a culture where diverse perspectives are not only accepted, but are fully encouraged. Our 70,000 colleagues are empowered to make a difference, so that we can all fulfill our potential and our own career aspirations. Employee involvement, nurturing employees' professional growth and fostering an environment where everyone feels included and valued are key to our success.

83,6/100  *The averaged Index score across the French Thermo Fisher Scientific group companies measured for the purposes of calculating our gender pay gap.*

We recognise the need to continually take steps to close this gap. This is embodied in our corporate commitment to Diversity and Inclusion. The primary issues we need to tackle to address our gender pay gap are:

- 1** We need to increase the proportion of women in leadership roles, and
- 2** We need to take measures to increase the ratio of women in some higher paying roles.

Diversity and Inclusion (D&I) at Thermo Fisher Scientific is integral to our company's growth strategy and aligns with our company values. For our employees, D&I means creating a global environment that embraces and leverages the unique qualities and differences of every individual employee. As part of our D&I activities, we run successful Women's Employee Resource Group (ERGs) that are committed to making Thermo Fisher Scientific one of the world's most admired companies by fostering the advancement of women and building a company culture in which female colleagues are recruited, valued, developed, retained and promoted globally.

We have 45 Women's ERGs around the world and, within the FR, we have two chapters. The FR Women's ERG activities include organizing a range of events, such as discussion groups, lunch & learn events, roundtables with company leadership. For eg, each year the ERG in our main site in Paris area arranged an event to celebrate the International Day of Women by sharing great stories and women successes or spotlight women colleagues.

Additionally, as part of our D&I activity in France Leaders and people managers across our sites – undergo 'Valuing Diversity & Inclusion at Thermo Fisher' training, designed to establish a shared understanding, common definition and language regarding diversity and inclusion.



Other HR Benefits

We are committed to ensuring our female colleagues get the best support possible through a range of competitive HR benefits. We offer a generous enhanced maternity & paternity pay scheme to enable female colleagues to take the time they need with their new family before returning to work. In addition to this, we also offer all colleagues the opportunity for flexible work arrangements, which helps balance the needs of working lives with personal lives.



Becoming a Most Admired Company

As part of our 2030 Vision, we aspire to become One of the World's Most Admired Companies. This requires a constant commitment to ensuring our colleagues feel their voices are heard, that they know they are valued, and they are proud to work at Thermo Fisher.

We are always striving to improve, but are very proud of our encouragement, engagement and promotion of women in our workplace. This was recently recognised when Thermo Fisher Scientific was awarded the global accolade by the Women's Choice Award body as of one of the

“Best Companies to Work For”

In Conclusion

*We are committed to empowering colleagues to focus on their professional and personal growth to foster an environment where **everyone** feels included and valued and there is equal opportunity to develop a successful career. Our publicly stated focus for 2020 is to:*

- 🌐 Put in place specific action plans for the 2 legal entities requiring it, to recover an index over 74 points.
- 🌐 For all entities, continue shaping our culture, behavior and mind set by promoting diversity of thought and involving colleagues at all levels, disciplines and demographics
- 🌐 Strengthen education and awareness by embedding key Diversity and Inclusion concepts and principles into talent development offerings