

A female scientist with brown hair, wearing safety glasses and a white lab coat, is focused on her work in a laboratory. She is holding a pipette and appears to be transferring liquid into a multi-well plate. The background shows various laboratory equipment, including a large white machine and other labware. The image is framed by a red diagonal shape on the left side.

**ThermoFisher**  
SCIENTIFIC

**IRELAND**

**Gender Pay Gap Report  
2024**

# Foreword

At Thermo Fisher Scientific, we are dedicated to ensuring equal pay for equal work and fully support the advancement of equality through gender pay gap reporting. This commitment is deeply embedded in our values, as we believe that fostering a culture of diversity, inclusion, and equity is crucial for our colleagues to feel safe, perform at their best, and contribute to the sustained success of our business.

Transparency in pay allows us to identify the underlying inequalities that contribute to our gender pay gap. We are steadfast in our determination to achieve continuous improvement and significantly narrow these gaps. Our diversity and inclusion philosophy, anchored by our Company vision, plays a pivotal role in this effort.

Gender pay reporting involves comparing the pay received by all females to that received by all males, regardless of role or seniority. Therefore, it is possible to pay women and men fairly and still have a gender pay gap.

We are confident that we compensate all our colleagues fairly for the same work, based on their skills, experience, and performance. This practice is not only the right thing to do but is also essential for retaining and attracting our diverse talent.

In this report, we detail the targeted and consistent actions we have taken to enhance overall equity. These actions include reviewing hiring practices, improving leadership and development opportunities, and enhancing our policies. We are proud of the progress we have made and the opportunities we have created for our colleagues. However, we recognize that there is still more work to be done. We remain committed to our ambition of becoming one of the world's most admired companies, built on the foundation of an inclusive and diverse working environment.



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

## 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 Ireland. All companies with 150 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.

# 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.

 For more information, please visit **[thermofisher.com](https://thermofisher.com)**

# Thermo Fisher Scientific Ireland - Our data

## Gender pay gap reporting

Gender pay gap reporting is an Ireland specific requirement, Thermo Fisher Scientific employs 1,121 people across two distinct sites covered by these regulations within Ireland.

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 on-going 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.



# Thermo Fisher Scientific (Ireland) - Reporting our gender pay gap - an overview

Thermo Fisher Scientific has two sites in Ireland. The demographics of our Irish workforce vary by site, largely dependent on the type of activity undertaken.

Thermo Fisher Cork Ltd is a 24/7 manufacturing site operating mainly shift patterns across different functions and departments. Overall, the site has a significantly lower representation of women in shift manufacturing related roles. Such skilled shift based roles attract substantial role specific allowances, overtime and shift premiums, that are required to be included in our gender pay gap result reporting, in addition to basic salary. The attractiveness of such premiums drives lower turnover and reduces the opportunity to change the male/female ratio.

Reviewing our results and excluding these additional premiums the mean gender pay gap is reduced significantly, however, we recognise that shift based roles demand high salary and premium levels and, given the challenges we face with opportunities for recruitment, the potential for differences in salaries between females and males in such a specialist skill-based organisation like ours is high. It should be noted that bonus payments for 2023 are reflected in the 2024 pay out year therefore employees hired during the 2024 year are not eligible for bonus payments until 2025 and are therefore excluded from calculations on page6.

Acknowledging that our gender pay gap is primarily due to the underrepresentation of women in shift-based positions, rather than pay disparity, we are actively working to address this imbalance as opportunities arise. We remain dedicated to enhancing the representation of women across all functions within the business, with a particular emphasis on increasing the number of female candidates for shift-based roles.

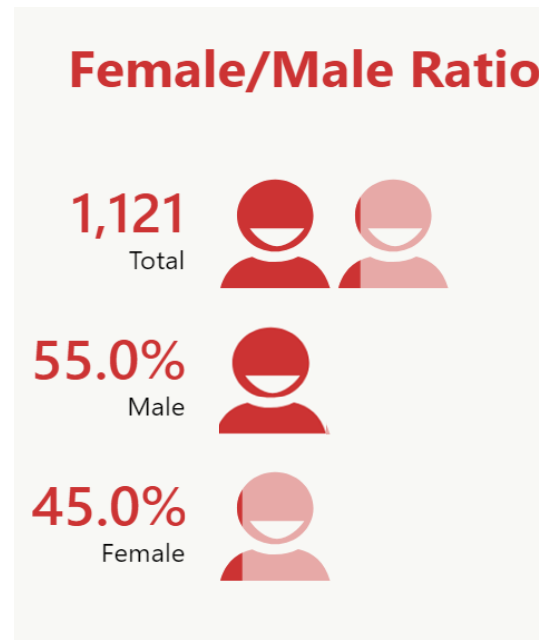












Figure 1. Colleagues gender split.  
Female to male ratio across our Ireland

PPD Development Ireland Ltd. opened in 2010 in Athlone as a contract research organization providing a wide range of services to support the development and commercialization of pharmaceutical and biotech products. This site has two main business units, GMP Laboratory and Global Clinical Development. From the Athlone laboratory, fully integrated solutions for small molecules/pharmaceuticals, biologics/biopharmaceuticals and cell and gene therapies are provided. Thermo Fisher Scientific acquired PPD in 2021, and provides full-service clinical trial process management to help pharma and biotech customers bring safe, effective medicines to patients.

The clinical research industry has witnessed a significant shift in gender representation, with women taking on prominent leadership roles. In recent years, the industry has become predominantly female-led, showcasing the remarkable achievements and contributions of women in this field. The roles within PPD Development Ireland Ltd are equally attractive to both male and female candidates, with interview success ratio being 53% female and 47% male in 2024.

We remain resolute in our overall commitment to deliver the relevant and sustained change needed to close our gender pay gap.

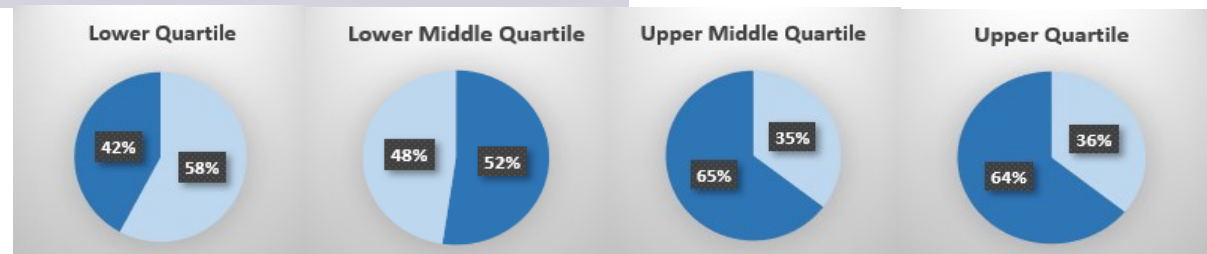
# Thermo Fisher Scientific Ireland - What is the gender pay

1	Reporting the <b>differences</b> in mean and median pay between men and women calculated on the basis of equivalent <b>hourly pay rates</b> .	<b>MEAN</b> <b>27.7%</b>  <u>2.6% on 2023</u>	<b>MEDIAN</b> <b>31.6%</b>  <u>2.8% on 2023</u>
2	Reporting the <b>mean</b> and <b>median</b> pay gap in hourly pay between <b>part-time men and women</b>  (Cork site only, no comparable data for Athlone site)	<b>MEAN</b> <b>25.8%</b>	<b>MEDIAN</b> <b>41.4%</b>
3	Reporting the <b>mean</b> and <b>median</b> pay gap in hourly pay between <b>temporary men and women</b>	<b>MEAN</b> <b>47.8%</b>  <u>9.5% on 2023</u>	<b>MEDIAN</b> <b>51.1%</b>  <u>14.1% on 2023</u>
4	Reporting the <b>proportion</b> of men and women receiving <b>bonus pay</b> in a year.	<b>FEMALE</b> <b>85.0%</b>  <u>3.7% on 2023</u>	<b>MALE</b> <b>86.6%</b>  <u>5.2% on 2023</u>
5	Reporting the <b>differences</b> in mean and median <b>bonus pay</b> between men and women.	<b>MEAN</b> <b>37%</b>  <u>6.2% on 2023</u>	<b>MEDIAN</b> <b>64.9%</b>  <u>10.3% on 2023</u>
6	Reporting the <b>percentage of</b> men and women who receive benefit in kind	<b>FEMALE</b> <b>86.4%</b>  <u>2.9% in 2023</u>	<b>MALE</b> <b>87.4%</b>  <u>4.8% in 2022</u>

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

Female

Male



## COLLEAGUE SPOTLIGHT

### Developing women leaders

#### Caoimhe Hand

Laboratory Manager



Caoimhe joined PPD in 2016 as an assistant Scientist,. Her career has grown in line with the company growth while gaining a lot of experience very quickly in multiple different areas, including in the lab and training across Physical, Chemical, Characterisation techniques, then moving to higher complexity testing like Dissolution and HPLC, and eventually on to GC, GC-MS and LC-MS. Moving to Associate Scientist position in 2017, Scientist in 2018 and then Senior Scientist in 2019. In 2017 she was awarded for personal quality in 2017 due to having the most consistently-low quality metrics at the site that year.

In 2020 Caoimhe took on her first people manager role as Associate Group Leader. He prior experience as TPM and being the point of contact for clients and for lab analysts set her up for success with the transition. Following promotion in 2021 she played a lead role in the planning and rollout of the future, smaller-scale lab expansions and build outs. Two further promotions in 2022 and 2023 led to her current role as Lab Manager. *“Coming from being the 20th member of a department, which now stands at almost 190 colleagues and I’m truly proud to have been a part of all of the growth and success our site has seen so far.”*

“ I am often asked what my favorite thing about working with PPD/Thermo Fisher is, and I always say the same thing – I’m so lucky to have been given so many opportunities to grow within the organization. I truly believe that you get out of the company what you put into it, I’ve always been someone very passionate and motivated about my career with this company and I feel that I have been

## COLLEAGUE SPOTLIGHT

### Developing women leaders

#### Norma Kelly

Senior Process Chemistry Manager



Norma has a BSc industrial Chemistry and undertook the research work for a PhD from University College Cork. She has almost 20 years expertise in API manufacturing, having worked in GSK and Thermo Fisher Scientific. She joined the Cork site in 2004 and has worked across multiple functions and manufacturing sites in Process Development, Research and Development and New Product Introduction. She also has had a lead role in a central support function looking for external API and raw material manufacturers for several consumer healthcare products. With this ability to understand customers’ situations, needs and expectations, she excels in delivering successful projects for customers and patients.

Her journey has included working on significant projects, such as treatments for Parkinson's disease and anti-cancer medications. She transitioned into management in 2014 and now leads a talented process development chemistry team. Norma emphasizes the importance of resilience, problem-solving, and teamwork in her role, and she actively encourages continuous learning and career development within her team. Reflecting on her time at the company, she notes, "I have worked on some amazing products, and no two days are ever the same."

“ At Thermo Fisher, we work with multiple customers, from large pharmaceutical companies to niche biotech's, and we interact with our customers daily, keeping them in the loop as programmes progress and finding solutions when challenges arise. Being surrounded by all these incredibly talented women and seeing them getting the recognition they deserve is inspiring and motivating.

# Diversity and Inclusion

At Thermo Fisher Scientific we continue to cultivate a truly inclusive culture that allows diverse talent to thrive, where all colleagues can be themselves, feel respected and valued and empowered to bring their best to work. We firmly believe that driving this inclusive culture is vital to the success of our business and for this to be successful it requires great role model leadership and principles that all our colleagues live by everyday day.

Our guiding principles, our 4i Values Integrity, Intensity, Innovation and Involvement, create a culture of belonging and provide a steer to our colleagues, promoting collaborative working where unique perspectives are embraced and dignity and respect it at the forefront of every interaction. We recognize that our colleagues have a formidable collective voice, and we welcome them expressing this through our annual Employee Involvement Survey, an avenue to address relevant concerns and set positive actions shaping impactful improvements.

The future aspirations outlined in our Vision for 2030, which serves as our long-term roadmap, will only be achievable if we have a culture that values diversity and inclusion (D&I). This focus leverages all dimensions of diversity and the intersectionality of those dimensions. With the support of our business resource groups, we work to drive equity across gender, race, ethnicity and generations, regardless of one's sexual orientation, disability or military status. In addition to our identity, diversity of backgrounds, experiences and perspective is equally vital to our long-term success.

Our Business Resource Groups (BRGs) also play a key role in building a sustainable inclusive culture, supporting belonging, allyship and colleague development. Our BRGs are part of our D&I strategic working in synergy with our D&I colleagues ensuring that objectives support the business strategy and are embedded in the work they do throughout the company and into the wider community.

Our BRGs are voluntary, employee led communities, and in Ireland there are chapters for Pride+, Family Support, Women's Empowerment and African Heritage that are supported by the company.

It is important to note that the Ireland Gender Pay Gap legislative requirements are binary with regard to gender. Whilst we are reporting our statistics in accordance with the legislation, at Thermo Fisher Scientific, we recognise and support all gender identities.

We are proud to continue building and sustaining relationships through initiatives like this that ensure we are empowering and hiring diverse talent.

**Diversity and Inclusion is not just something we do at Thermo Fisher, it's who we are!**

**We are proud to sponsor nine BRGs chapters globally:**



***'Every day, I wake up inspired to come to work and be part of Thermo Fisher Scientific and our amazing team. At Thermo Fisher, we purposely create a culture where differences are embraced and where every colleague feels they belong and can bring their authentic self to work. We do this because it is the right thing to do and because it makes us stronger. We need our colleagues' unique perspectives and ideas to best serve our customers, continually improve our company and build a better world for all.'***

**Marc N. Casper – Chairman, President and CEO**

# Attracting and developing top talent

At Thermo Fisher, we recognize that developing, progressing and retaining exceptional female talent is a central part of ensuring gender inclusion and diversity in all roles across the organization, and that it is essential to reduce the gender pay gap. We achieve this through a strong focus on encouraging and reinforcing the development of female talent through targeted development and career planning discussions. We continually review our talent strategy to ensure inclusivity and fairness, and leaders are encouraged to explore diverse candidates through internal and external recruitment.

Internally, there is also a key focus on developing a female talent pipeline through succession planning. A significant driving force behind our strategic plan is the invaluable contribution of our Business Resource Groups, including several active Women's BRGs, Family Support and Pride + BRGs. These chapters organise and lead a variety of events that focus on female advancement such as "Personal Branding for Female Leaders," "Women in STEM" events, and partnerships with primary and secondary schools and also universities to provide early career women with access to prominent business researchers, executives, and thought leaders

During 2024, globally, Thermo Fisher continued its commitment to the ongoing development of all colleagues through its comprehensive suite of learning programs and training initiatives. The foundation of which is the Thermo Fisher University plus, an internal learning platform that provides easy access for colleagues to customised content to support with their development aspirations. In addition, all our colleagues engage with our annual set of core Diversity training topics which supports Thermo Fisher's commitment to ensuring female representation and development.

We have made significant progress on our inclusion journey to date, but there is still more to do. We want to continue to stretch ourselves and pursue an innovative approach to bring best in class experiences to our people at every stage of their lives and careers and support not only our people, but our clients and communities in which we operate. We will continue to develop best in class inclusion policies and supports that enable an inclusive culture and support gender equality.



## Why STEM Education is so important

As the world leader in serving science, we are dedicated to creating opportunities for women in STEM (Science, Technology, Engineering, Mathematics). We recognise that in doing this, we are ensuring our future talent pipeline and helping to level set the disparities that exist from the continued under representation of women in STEM industries.

Our unique hands-on STEM Education Programmes are 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.

Additionally, our Career development & Mentoring programme connects our colleagues with learners introducing them to different career paths and teaching them activities like mock interviews and resume development, invaluable skills for their future careers.



## Early Career Strategy

We recognise that establishing a sustainable channel of diverse talent is essential to the future Responsible Growth of the organisation. During 2024, we continued our focus on developing this channel through our Early Careers strategy, promoting early career pathways, including internships, apprenticeships and graduate hires.

The Early Careers strategy target colleges and universities around Ireland every year, attracting graduates for Intern-Undergraduate and Assistants Scientist roles. The fundamental goal of all of our early career programs is to recruit and retain diverse talent through professional growth and skill building. Overall, we are pleased that during 2024 we hired 41 interns across Ireland, with a strong female representation within the group.

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### My work is a story of determination.

I am currently the European Digital Campaign Manager for Immunodiagnostics, responsible for supporting the communication of our pan-European marketing strategies to healthcare professionals dealing with allergic and autoimmune diseases. Even though I don't interact directly with patients, I am inspired to come to work every day as I know that my work contributes to helping improve the lives of many patients with allergies and autoimmune diseases all over the world.

If you're ready to make an impact, you'll discover that, at Thermo Fisher Scientific, each one of our extraordinary minds has a unique story to tell. And we all contribute to a singular Mission—to enable our customers to make the world healthier, cleaner and safer.

**Healthier.**

**Cleaner.**

**Safer.**

**Estefanía**  
Digital Campaign Manager

# Where we are headed

We are committed to creating a genuinely inclusive culture for our colleagues, tackling the barriers that prevent them from thriving, where everyone feels included and valued, and an environment is fostered where there is always equal opportunity to develop personally and professionally. There are a number of steps we are taking to improve our gender balance which we expect will deliver positive change to our gender pay gap in Ireland over time, including:



## Strengthen our diverse and inclusive culture

We will continue to foster an inclusive environment where diverse talent can thrive. We firmly believe that our colleagues should feel free to be themselves, feel respected and valued so they can do their best work. It is who we are as an employer and at the core of our D&I strategy is accountability, shared by all of our colleagues in our journey towards meeting our D&I objectives. We also are committed to further expanding the number of business colleague resource groups in Ireland.



## Enable the development of our female talent and ensure diverse representation in recruitment

Fundamental to addressing our gender pay gap is attracting, developing, supporting and retaining extraordinary diverse talent. As such, our focus is on building a sustainable pipeline of diverse talent through our continued investment in our early career strategy and our commitment to ensuring gender parity throughout our recruitment and selection processes. This includes a continued commitment to ensuring that there is equal opportunity to access career and development opportunities for our colleagues.



## Supporting a culturally diverse workforce

We continue our commitment to supporting our colleagues and their families' well-being by offering a portfolio of family orientated policies, enabling colleagues to return to, or stay in the workplace shaping how they work to meet their individual family needs. Our new business resource group 'Family Support' underpins our approach, enabling every member of our diverse workforce to thrive and be empowered to shape their careers, ultimately contributing to the success of Thermo Fisher. We also remain committed to continually reviewing our benefit offerings to support the health and wellbeing of our colleagues.

 Learn more at [thermofisher.com](https://www.thermofisher.com)