

THERMO FISHER SCIENTIFIC INC. (TMO)

2026 DEF 14A · filed 2026-04-07 · CIK 0000097745

Headline facts

CEO TOTAL PAY

\$79,923,350

Marc N. Casper · 2025 · + 162% YoY

CEO PAY RATIO ITEM 402(U)

120 to 1

Median employee: \$71,333

SAY ON PAY

Not disclosed

COMPENSATION COMMITTEE CD&A

Compensation Committee

Governance policies

CLAWBACK

present

PLEDGING

Not disclosed

HEDGING

Not disclosed

STOCK OWNERSHIP GUIDELINES

present

Peer snapshot

3 peers auto-selected from TMO's disclosed compensation peer group. Each row shows the peer's latest filing.

TICKER	CEO TOTAL	PAY RATIO	MEDIAN EMP	COMP COMMITTEE
AVGO Broadcom Inc.	\$205,278,006	543 to 1	\$378,281	Compensation Committee
CSCO CISCO SYSTEMS, INC.	\$52,838,751	298 to 1	\$52,838,751	Compensation Committee
DHR DANAHER CORP /DE/	\$23,795,280	343 to 1	—	Compensation Committee

Summary Compensation Table (latest disclosed year)

Year 2025

EXECUTIVE	SALARY	STOCK	CASH INCENTIVE	OTHER	TOTAL
Marc N. Casper Chairman, President and Chief Executive Officer	\$1,785,534	\$65,730,211	\$3,742,123	\$714,105	\$79,923,350
Michel Lagarde Executive Vice President and Chief Operating Officer	\$1,166,433	\$3,572,991	\$1,396,920	\$207,225	\$8,907,174
Gianluca Pettiti Executive Vice President	\$1,031,918	\$3,293,754	\$1,184,332	\$207,017	\$8,080,467
Stephen Williamson Senior Vice President and Chief Financial Officer	\$1,095,170	\$2,456,033	\$1,256,926	\$209,912	\$6,781,012
Frederick Lowery Executive Vice President	\$930,356	\$2,623,683	\$974,920	\$164,021	\$6,575,821

CEO pay mix (latest year)

Base salary	2%
Cash incentive	5%
Equity	92%
Other	1%
At-risk	97%

Every fact above, traced back to filing text

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CEO pay ratio = 120 to 1

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.94

“in the case of employees who joined the company during 2025). The annual total compensation of our median employee (other than the CEO) for 2025 was \$71,333. As disclosed in the Summary Compensation Table appearing on page 51, our CEO’s annual total compensation for 2025 was \$79,923,350. Based on the foregoing, the ratio of the annual total compensation of our CEO to the median of the annual total compensation of all other employees was approximately 1,120 to 1. Given the different methodologies that various public companies will use to determine an estimate of their CEO pay ratio, the estimat...”

Median employee compensation = \$71,333

Extracted from: CEO Pay Ratio section (Item 402(u)) · confidence 0.9

“We determined the median employee from the remaining 118,745 persons (excluding our CEO) based on the sum of the annual salary and the target cash incentive for each employee as of October 3, 2025 (annualized in the case of employees who joined the company during 2025). The annual total compensation of our median employee (other than the CEO) for 2025 was \$71,333. As disclosed in the Summary Compensation Table appearing on page 51, our CEO’s annual total compensation for 2025 was \$79,923,350. Based on the foregoing, the ratio of the annual total compensation of our CEO to the median of the ann...”

Compensation committee = Compensation Committee

Extracted from: Compensation Discussion & Analysis · confidence 0.85

“Annual compensation setting process The Compensation Committee undertakes a number of activities each year”

Clawback policy = present

Extracted from: Compensation Discussion & Analysis · confidence 0.96

“Clawback policy”

Hedging policy = —

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Insider trading policy; anti-hedging and anti-pledging policies”

Pledging policy = —

Extracted from: Compensation Discussion & Analysis · confidence 0.93

“Insider trading policy; anti-hedging and anti-pledging policies”

Stock ownership guidelines = present

Extracted from: Compensation Discussion & Analysis · confidence 0.94

“Stock ownership guidelines”