



2021 Corporate Social Responsibility Report



Corporate Social Responsibility

About Perrigo

Established in 1887 by Luther and Charles Perrigo, Perrigo Company got its start by distributing patented medicines and home remedies to rural stores throughout the Midwest United States. In the 1920s, Perrigo opened its first plant in Allegan, Michigan, and started pioneering the concept of private labeling under “store brand” labels.

Since then, Perrigo has become one of the global leaders in self-care and the largest distributor of store brand over-the-counter (OTC) products. Headquartered in Ireland, Perrigo sells its products primarily in North America and Europe, as well as in select markets around the world.

Our vision is to make lives better by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold. We are a leading provider of OTC health and wellness solutions that enhance individual well-being by empowering consumers to proactively prevent or treat conditions that can be self-managed.

This vision embodies Perrigo’s heritage of supporting consumer health and well-being, while broadening the opportunities for growing our consumer self-care branded and store brand portfolio. We define self-care as not just treating symptoms, but also maintaining and enhancing overall health and wellness.



About this Report

People worldwide depend on Perrigo products for their own health and well-being and that of their families. Our Code of Conduct and Core Values of Integrity, Respect and Responsibility guide interactions with all of our stakeholders and help ensure that we maintain a positive reputation as an employer, supplier of self-care products and corporate citizen. We are firmly committed to doing business in an ethically, socially and environmentally responsible manner and as transparently as possible.

In fact, we have voluntarily reported our impact, goals, and progress in these areas since the first Corporate Social Responsibility Report in 2013, not only to help keep ourselves accountable, but because it is the right thing to do.

The 2021 report is intended to provide updates and highlights of the progress made on our social and environmental commitments, human capital management, diversity and inclusion, community outreach, human rights and more throughout calendar year 2020.

New for the report this year are disclosures to the Sustainable Accounting Standards Board (SASB) as well as the Taskforce for Climate Related Financial Disclosures (TCFD). These disclosures support our efforts to meet the United Nations Sustainable Development Goals (SDG), which we adopted in 2019.



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A Message from our CEO



Dear Stakeholder,

We all know that 2020 was a year unlike any other, presenting companies and communities with challenges that reshaped everything from how we conducted business to how we shopped for necessities. The past year also reinforced for us that values matter. Our Core Values of Integrity, Respect and Responsibility not only guided how we supported the health and well-being of our global Perrigo team, but they also guided how we focused our efforts on ensuring uninterrupted flow of the products that consumers needed from us the most.

Perrigo's commitment to our self-care strategy, our communities and our role as a good corporate citizen remained steadfast and continued to drive our corporate social responsibility (CSR) program and environmental, social and governance (ESG) activities. Even with the challenges of conducting business during a pandemic, our efforts generated impressive results.

Examples of the accomplishments you will find throughout this report include:

- Donations totaling \$6.2 million in cash and product, half of which supported COVID-related needs, including the donation of Perrigo-produced hand sanitizer
- Reduction in carbon emissions by over 23% since 2015, exceeding our 15% reduction goal
- Enhanced our Diversity, Equity & Inclusion program with strong educational and talent management practices
- Keeping our sustainability goals and practices in place across the board, while keeping our people's health and safety at the forefront of our priorities

Not a company to rest on past accomplishments, Perrigo has set some ambitious goals for the next five years. These include the goal to use 100% renewable electricity by 2026. I also set a personal goal focused on reducing packaging by 100+ metric tons through packaging design changes.

While these priorities may seem lofty, we view them as important opportunities for Perrigo to deliver on our CSR goals and live up to our vision to make lives better for our stakeholders and our communities. We have a wonderful journey ahead of us as a consumer self-care company dedicated to corporate responsibility and I look forward to taking each step of the way with my 9,000 Perrigo colleagues.

Sincerely,

Murray S. Kessler

President & Chief Executive Officer





Calendar Year 2020 – Numbers at a Glance

People



- 49% female representation



- \$6.2 million donated in cash & products



- Best & Brightest Wellness Winner 2020
- 20% improvement in TRR; 24% fewer injuries than industry peers
- 115+ third party ethical & social audits completed

Planet



- 23.5% reduction in carbon global emissions since 2015

- 65-70% of packaging is recyclable



- How2Recycle labels expanded to 12 brands

- Committed to using PCR content and removing all PVC



- Committed to source 100% certified sustainable palm oil

Performance



- Significant progress towards self-care transformation

- 5% net sales growth



- \$300+ million in new product sales

- 100% growth in consumer-focused e-commerce



- 4 acquisitions

COVID-19 Response

Perrigo's vision was the foundation of our tremendous efforts to serve the needs of society during the COVID-19 pandemic, while maintaining our promises to our customers, team members, shareholders and other stakeholders. As a company operating in a critical industry at a critical time in history, our team rose to the challenge by delivering our important products to those who needed them. We accomplished this with an intense focus on keeping our people as safe as possible while advancing our vision. We are grateful for our global team and proud of their herculean efforts in 2020.

Keeping Our People Safe

Early in the pandemic, we implemented COVID-19 precautionary measures at all of our locations globally to protect our people. This includes, but not limited to restricting entry to our facilities to essential personnel only and enacting safety protocols such as daily screenings for COVID-19 exposure, social distancing measures and face coverings. We also mandated remote work for all employees who could work from home, prohibited all non-essential business travel and leveraged our technology to support continued global communication and collaboration. These measures not only supported productivity, but also reduced operational risk as our manufacturing and supply chain team members were able to remain focused on their jobs.

Business Continuity

In addition to prioritizing the well-being of our people, we implemented business continuity procedures to reduce the potential for supply disruptions. This enabled us to respond to surges in consumer purchasing and continue delivering our important products throughout the pandemic. We accomplished this without missing a single shift due to COVID-19 in any of our plants.



Prioritizing Products to Support Consumers

Empowering consumers through self-care was more important than ever in 2020. Staying true to our legacy of being responsive to consumer needs, Perrigo reprioritized production to focus on critical products that the world needed most, especially during early stages of the pandemic. After this prioritization to address the dramatic surge in demand for these critical products, we then resumed production of all product lines by mid-summer.

Supporting Communities

In response to the critical need for hand sanitizer, Perrigo quickly mobilized to formulate a new hand sanitizer product, all of which was donated to hospitals and first responders. This was just one of many donations throughout the year. Over \$2.2 million in cash and product from around the globe was donated specifically for COVID support during 2020.

For several months, the company additionally purchased thousands of daily lunches for many colleagues onsite, not only show appreciation, but support local restaurants during the shutdown period. We additionally constructed and donated over 100 face shields and created a month's supply of solution used to test face mask seals. These are just a few examples of the efforts put forth by Perrigo team members to support critical community needs.

Environmental Sustainability

Our Approach and Corporate Strategy

Perrigo is committed to reducing our impact on the environment. Our environmental sustainability priorities are focused on the five areas we have determined are most material to our business and stakeholders: Climate change and CO² emissions, plastics and packaging, waste and recycling, water efficiency and responsible sourcing.

While individual business units may have unique sustainability initiatives specific to their operations or brands, these priorities have been translated into sub-strategies outlining the minimum expectations that apply across the organization and the goals we seek to achieve.

1 Sustainable Operations

The continual improvement of our global operations through responsible manufacturing practices and continually improving our impact on climate change, water scarcity, waste to landfill and more.



Our goals:

- 100% renewable electricity
- 10% reduction in energy, water and waste
- 15% reduction in carbon emissions

2 Sustainable Packaging & Products

The continual improvement of our packaging and materials through improvements in packaging efficiency, recyclability and recycled content, as well as the ingredients that go into them.

Our goals:

- 80%-100% recycle ready, reusable or compostable packaging
- Contains 20-30% post-consumer recycled content (where regulations allow)
- Reduce at least 100 Mtons of packaging within 2021



3 Sustainable Supply Chain

The continual improvement of our materials and suppliers through responsible sourcing of materials, such as sustainable palm oil and paper, as well as reducing the impact of suppliers that support our operations.

Our goals:

- 100% certified sustainable palm oil
- All paper cartons and labels come from a certified sustainable source





Sustainable Operations

In 2016, Perrigo set corporate goals to reduce our absolute Greenhouse Gas (GHG) emissions, energy use and water withdrawn by 15% by 2020, using 2015 as a baseline.

During 2020, we expanded the boundary of our program to now include the operations of our branded consumer self-care business in Europe, as well as our Oral Care operations from our Ranir acquisition in 2019.

As a result, this report reflects data from our 58 sites, representing all Perrigo owned facilities and leased manufacturing sites where direct manufacturing occurs. This includes 16 manufacturing plants in the United States, the U.K. and Europe, Mexico, Israel, China and Australia. The data also reflects the divestitures of the Prescription Pharmaceuticals (Rx) and Latin American businesses, which will be excluded from our baseline goals and reported data going forward. Next year we will expand this further by including an estimation on all leased office facilities.

Our New 2026 Strategy & Goals

Using 2020 metrics as our baseline, Perrigo created new operational goals to achieve by 2026.



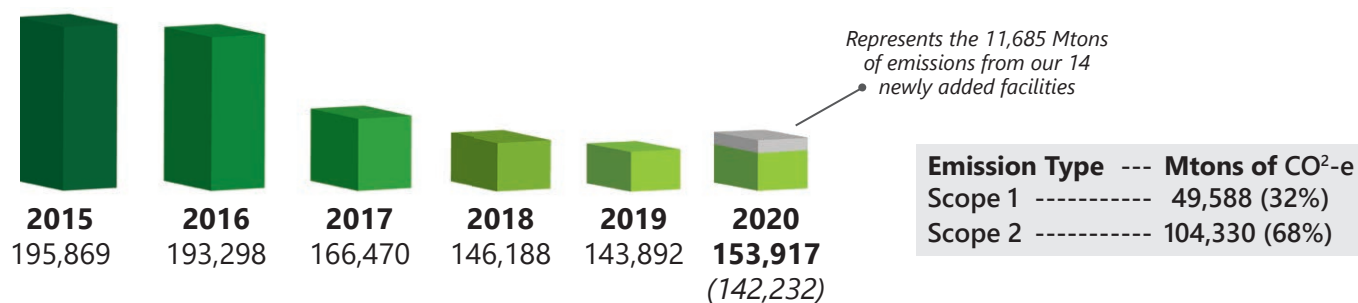
By 2026, Perrigo seeks to achieve:

- 100% renewable electricity
- 15% reduction in absolute CO² emissions
- 10% reduction in energy, water consumption and waste to landfill
- Enhanced reporting, including scope 3 emissions

In addition to our ongoing reduction goals, we're proud to set a renewable electricity goal, as well as setting goals to evaluate and implement data enhancements, including Science Based Targets (SBT) and scope 3 emissions. Our reporting has primarily focused on electricity and natural gas, since they represent an estimated 90% or more of our impact; however, we are now actively capturing data for all forms of energy and emissions.

The unique circumstances in 2020, such as the elevated operational activity to accommodate surges in demand for OTC products driven by COVID-19 and reduced use of office locations due to remote working requirements, impacted our normal patterns of energy and water use. The impact has been both positive and negative, offsetting each other enough for us to feel confident using 2020 as a baseline for the new set of goals.

Absolute Greenhouse Gas Emissions by Year (Mtons of CO²-e)



Climate & Emissions

Perrigo recognizes climate change as a leading global threat to humankind, and we are committed to greatly reducing the impact of our own operations by way of carbon emission reduction, energy efficiency measures, the use of renewable energy, and employee engagement.

While climate change is not a substantive area of risk for our business in the near term, it has been a formal part of Perrigo's annual enterprise risk assessment since 2017 and reducing costs while improving operational efficiencies remain priorities for us.

We additionally seek to reduce the impact of our products and supply chain on climate through sustainable packaging materials and packaging reduction, sustainable palm oil, product innovation and supplier engagement. For more information on what we're doing with packaging and suppliers, see pages 12-15.

Our goal was to reduce GHG emissions by 15% from 2015 to 2020. We greatly exceeded this expectation, reducing GHG emissions by 23%* since 2015. Our total GHG emissions for 2020 were just under 154,000 metric tons of CO²-e which reflect the addition of the 14 new facilities to our reporting matrix through the continued integration of our European locations and Oral Care business.

Several factors contributed to our ability to meet our five-year GHG emissions goal:

- Favorable GHG conversion factors for purchased electricity
- Implementation of steam trap and compressed air auditing programs
- The sale of our corporate jet
- Mass LED and motion sensor lighting projects
- Ongoing energy efficiency audits, projects and facility upgrades

Approximately 32% of our emissions are scope 1, primarily from natural gas. The remaining 68% are scope 2 emissions from purchased electricity, where we apply location-based methods to calculate the emissions. We continue to pursue programs to capture our scope 3 emissions, as well as actively evaluating the science-based target initiative.

*The new sites added to the scope of our program in 2020 have been excluded from our five-year GHG emissions performance metric but will be included in our reporting for 2021 and beyond.

For additional information on Climate, see Perrigo's CDP disclosure at www.cdp.net.

Utility Data from Top Regions with Manufacturing

UK & Ireland

Scope 1 (Mtons of CO²-e) _____ 1,800
 Scope 2 (Mtons of CO²-e) _____ 1,876
 Water (gallons) _____ 7,230,916
 Natural Gas (mWh) _____ 9,888
 Electricity (mWh) _____ 8,818

United States

Scope 1 (Mtons of CO²-e) _____ 44,078
 Scope 2 (Mtons of CO²-e) _____ 79,813
 Water (gallons) _____ 330,601,858
 Natural Gas (mWh) _____ 242,134
 Electricity (mWh) _____ 154,103

Europe

Scope 1 (Mtons of CO²-e) _____ 1,576
 Scope 2 (Mtons of CO²-e) _____ 2,547
 Water (gallons) _____ 26,555,098
 Natural Gas (mWh) _____ 8,659
 Electricity (mWh) _____ 12,085

Global

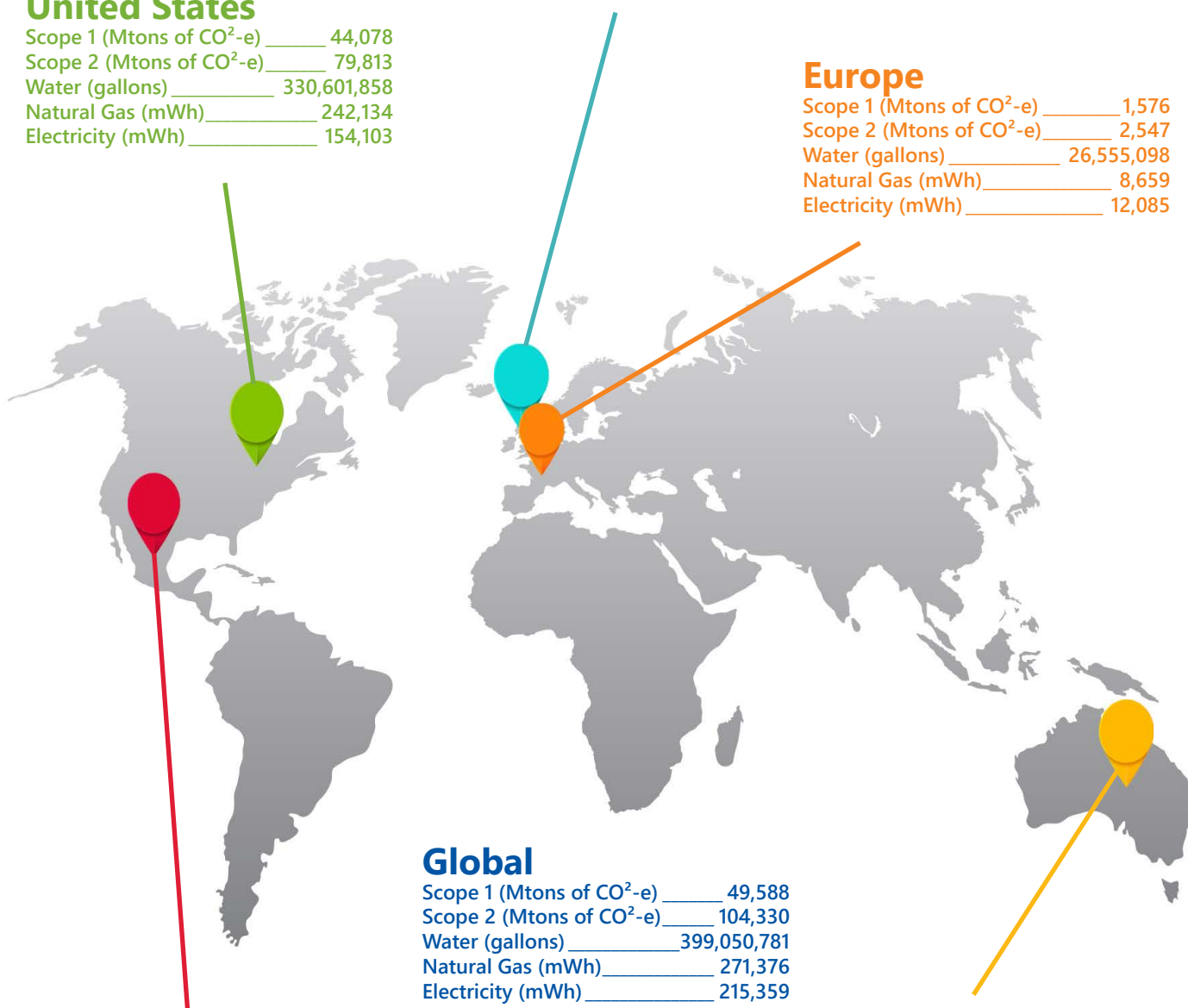
Scope 1 (Mtons of CO²-e) _____ 49,588
 Scope 2 (Mtons of CO²-e) _____ 104,330
 Water (gallons) _____ 399,050,781
 Natural Gas (mWh) _____ 271,376
 Electricity (mWh) _____ 215,359

Mexico

Scope 1 (Mtons of CO²-e) _____ 1,876
 Scope 2 (Mtons of CO²-e) _____ 7,694
 Water (gallons) _____ 14,541,480
 Natural Gas (mWh) _____ 10,306
 Electricity (mWh) _____ 16,852

Australia

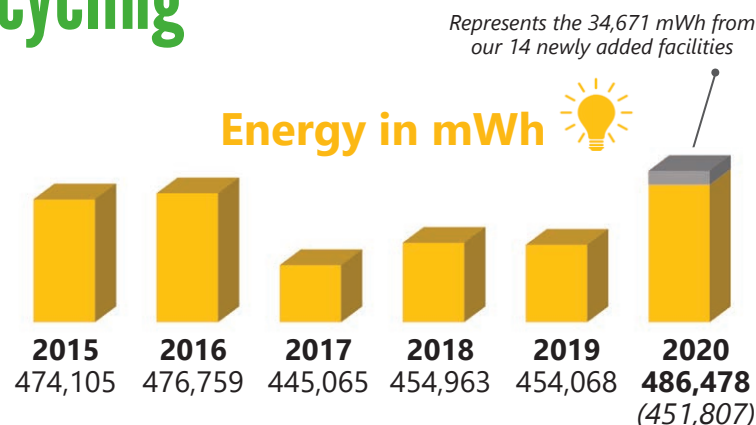
Scope 1 (Mtons of CO²-e) _____ 37
 Scope 2 (Mtons of CO²-e) _____ 716
 Water (gallons) _____ 2,086,959
 Natural Gas (mWh) _____ 201
 Electricity (mWh) _____ 1,040





Energy, Water, Waste & Recycling

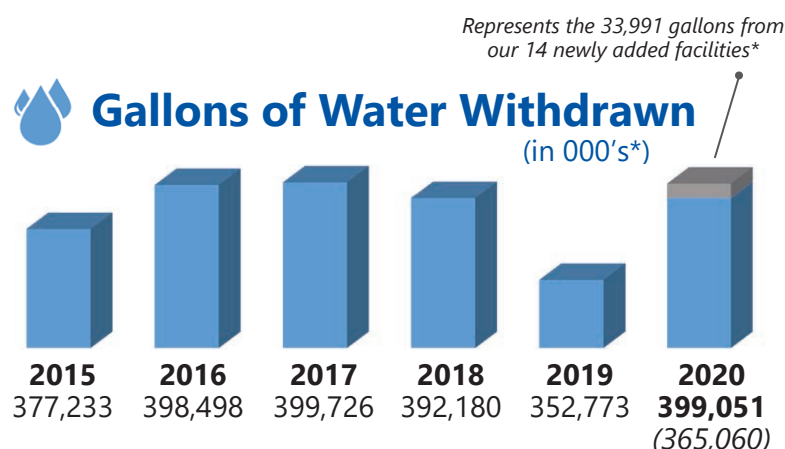
Similar to GHG emissions, Perrigo set goals to reduce total energy and water consumption by 15% from 2015 to 2020. Despite numerous energy reduction projects and initiatives, we fell short of our goal and reduced our total energy use by only 5% during this period. While several of our plants, such as Perrigo New York, Australia and Michigan posted significant energy reduction, large plant expansions in Perrigo Mexico and Holland increased their energy use by over 25%. This is in addition to significant production increases in all plants since 2015.



These production increases and expansions impacted our ability meet our water goal as well. Despite significant water reduction initiatives, including a 34-million-gallon reduction in our Allegan, Michigan site, we reduced our total water withdrawn by only 3% percent since 2015. While we were on track to meet our 15% goal in 2019, unexpected factors increased our water usage from 2019, including a 41% increase in water from our Ohio site due to a 30% production increase and adjustments to their automated cleaning system.

Water Risks

Perrigo acknowledges water scarcity as a serious global concern, and we are committed to doing our part to preserve this precious natural resource. Water withdrawn and efficiency is an important metric for our overall operating efficiency as well as a sizeable opportunity for cost reduction. Water requirements and risk is a factor taken into consideration for new sites and suppliers; however, we have not identified water as a substantive risk to our business in the near term.



In 2020, two Perrigo manufacturing sites operated in countries defined by the World Resource Institute as high or extremely high water stress regions (Israel and Mexico). While we announced the divestiture of both sites in 2021 and they will no longer be a part of our reporting, they represented 13% of our manufacturing plants, and 7% of our total water withdrawn in 2020. Moving forward, none of our manufacturing sites will operate in regions of high or very high-water stress. However, we will continue to monitor our water risks, while pursuing our water reduction goals.

Waste and Recycling

Waste reduction – particularly related to hazardous waste, total waste and waste to landfill – has been an ongoing key performance indicator for our operations and a strong indicator of overall efficiency. Each Perrigo site was tasked with reducing waste by 15% by 2020. While waste is tracked locally at each site, capturing accurate global waste data has been both a challenge and opportunity. This challenge is being addressed by a global waste tracking initiative, which will be reflected in next year’s report.

Despite this challenge, we have had several accomplishments in waste management over the last five years, most notably that four of our manufacturing facilities have become zero waste to landfill facilities. Additionally, our Vermont site diverted 8.3 million pounds of Infant Formula to feedstock to reduce waste to landfill. **Michigan sites increased recycling by more than 475% since 2015.**



Zero Waste to Landfill Facilities:

- Braunton, UK
- Herrenberg, Germany
- Medgenix, Belgium
- Bittner, Austria

Perrigo Michigan Recycling (Mtons)





Sustainable Packaging

Consumer product packaging continues to be one of Perrigo's largest environmental impacts and is as diverse as our global portfolio of self-care solutions. Initiated in 2019, Perrigo's packaging sustainability program focuses on reducing the consumer waste generated by our packaging. By following global goals set by several retailers, regulators and the Ellen MacArthur Foundation, we are committed to the following:

- Recycle-ready packaging, which constitutes packaging that consumers take home with them and can be locally recycled
- Use of post-consumer recycled (PCR) content in our product packaging
- Packaging weight reduction across all of our packaging types, notably plastic
- Securing wood fiber and paper packaging from sustainable sources, such as suppliers certified through the Sustainable Forestry initiative

Due to the uniqueness of the products and brands, the specifics of these goals vary slightly within our business segments.



How2Recycle (H2R)

Implementing the consumer friendly H2R label has been a key priority for CSCA, both in support of retailer initiatives and as a scorecard and tool to improve our recyclability. Since filing for our first label in 2017, we have since expanded H2R labels to 12 different brands, more than doubling our use of the label since 2019.

Consumer Self-Care Americas (CSCA)

Perrigo's CSCA portfolio consists of predominantly store brand self-care products, including OTC medications, infant nutrition and oral care. CSCA represents approximately 65% of total Perrigo revenue.

Goals & Performance:

- 100% recycle ready, reusable or compostable packaging by 2025
- 20% use of PCR content by 2025 (where regulations allow)
- Initiate packaging changes within 2021 to remove 75+ metric tons of material

By the end of 2020, approximately 70% of CSCA packaging was recyclable in the U.S. by weight. While our corrugated shipping containers contain 50-100% PCR paper, less than 5% of CSCA's consumer packaging contains PCR. This data is based on a statistical representation of our highest volume products and customers, and while representative of total packaging, may vary by retailer or brand.

Key CSCA initiatives within 2020 included, but were not limited to:

- The removal of PVC from all neckbands in our OTC products
- Expansion of How2Recycle labeling to six new brands
- Redesigning packaging to remove over 18 metric tons of material, including two tons of PVC plastic
- Engaging Progress Strategies consultant to conduct a deep dive assessment on our Oral Care packaging needs and opportunities

The progress we have made through these efforts helps offset two packaging areas that remain non-recyclable:

- Small Bottles – despite being made from widely recyclable HDPE plastic, the Association of Plastic Recyclers (APR) considers any package smaller than two inches as non-recyclable
- Blisters – a lightweight yet widely used package made multi-layer materials, including non-recyclable PVC plastic. PVC blisters are still considered a standard within the pharmaceutical industry due to the barrier properties of PVC that help ensure product stability.

Consumer Self-Care International (CSCI)

Our CSCI business consists of more than 200 Perrigo-owned self-care brands in over 25 different countries as well as a prominent store brand business in the U.K. CSCI represents approximately 35% of total Perrigo revenue and includes a variety of categories such as Derma Care, Food Supplements, Natural OTC, Weight Management and Pain Relief.

Goals & Performance:

- 80% recycle ready packaging by 2025
- 30% use of PCR content by 2025 (where regulations allow)
- 100% sustainably sourced fiber-based material by 2025
- 15% reduction in packaging weight by 2025 (2019 baseline)
- Initiate packaging changes within 2021 to remove 20+ metric tons of material

By the end of 2020, approximately 52% of CSCI's consumer packaging was recycle ready by weight. This data is based on analyzed information from Derma, Vitamins, Food Supplement, Parasites and statistical representation from other categories but may vary by brand or category. The percent of PCR is in process of being determined but is estimated at <5%.

Key CSCI initiatives within 2020 included, but were not limited to:

- 10 metric tons of packaging reduction within the derma category by redesigning closures and removing trays on key products
- Development of a cardboard alternative to inner pack shrink wraps
- Introduction of new processes, including new packaging sustainability guidelines and a program focused on palletization efficiency
- Packaging sustainability training and workshops held for key functions, including marketing, innovation, sourcing, and quality/regulatory functions

We have made a lot of progress in advancing recyclability, however two common types of packaging remain not-recyclable:

- Nasal Shower bottles – containing mixed materials including rubber not visible from the outside of the bottle. The bottle is sorted as HDPE, but the rubber inside will contaminate the recycling stream.
- Blisters – a lightweight yet widely used package made multi-layer materials, including non-recyclable PVC/PVdC plastic. These blisters are still considered a standard within the pharmaceutical industry due to the high barrier properties of PVdC that help ensure product stability.

Key Risks & Challenges

The regulations impacting our OTC and Nutritional packaging add some notable challenges to our sustainability goals, including the U.S. Food and Drug Administration (FDA) prohibiting the use of PCR content for drug contact in the United States. This has shifted PCR focus in the U.S. to cartons and other components that do not have drug contact. This is further complicated by availability and supply fluctuations of suitable PCR material.

Additionally, due to strict moisture barrier and stability regulations, recyclable options for many packages do not yet exist for both business segments. For example, PVC remains as a pharmaceutical industry standard material, notably for blisters and strips. Lightweight plastic is also a challenge requiring intensive stability testing for every change.

The broad geographic reach of our CSCI business results in wide variances of regulation and recycling rules, adding complexity to centralized packaging governance. One such initiative is the announced European Green deal, which includes packaging tax, an updated packaging waste directive and further clarifications on packaging taxes that may adversely impact our ability to meet our goals.

Sustainable Palm Oil

Palm oil is a commonly used vegetable oil harvested from palm trees. While it is a land-efficient crop that is vital to the regions in which it grows, when grown irresponsibly it has detrimental impacts to biodiversity, human rights, and climate through destruction of rainforests and carbon-rich peat lands.

Perrigo has been a member of the Roundtable for Sustainable Palm Oil (RSPO) since 2018 and set the goal to directly source only 100% certified sustainable palm oil. Our corporate policy is to directly source only RSPO certified Mass Balance or better palm, the bulk of which is required in the manufacture of our infant formula products. We additionally apply RSPO credits to offset palm oil derivatives and indirect usage where certification may not be feasible or realistic.

As reported in Perrigo's 2020 Annual Communication of Progress (ACOP) to the RSPO, Perrigo directly sourced 1,290 metric tons of palm oil, 100% of which was RSPO-certified Mass Balance. About 1,260 metric tons of that amount was refined palm oil, while 30 metric tons was refined palm kernel oil. We additionally claimed 308 RSPO credits in 2020 to offset derivatives. Perrigo's Vermont (U.S.), Ohio (U.S.), and Braintree (U.K.) manufacturing sites continued to be physically certified to the RSPO standards.

For more information, visit: www.rspo.org/members/7063

Keeping Chemicals of Concern Out of Our Products

As a leading self-care company, providing high quality, safe and effective products is our highest priority. We are committed to identifying and removing chemicals of concern from our consumer products and providing transparent reporting.

Overseen by our Global Environmental, Health and Safety team, Perrigo's Chemical Management System enables us to perform an analysis against state, national, and international regulatory lists and as well as various chemicals of concern lists from the many brands we supply. This enables us to be proactive and verify that our products meet those standards. If there is concern of any chemicals in a product of ours, we initiate internal discussions concerning mitigation of the chemical up to and including reformulation. In order to perform this analysis, we rely on state-of-the-art analytical techniques to identify substances to the lowest possible level in our products, recognizing that testing in our ingredients is also necessary.

Along with assessing the chemicals in our products, we also review the materials that are used in the packaging of our products. In addition to meeting regulatory clearance for the product, we may also require a certification or statement of compliance on the suppliers' letterhead indicating that they are either compliant with all relevant regulatory restricted chemical lists or a clear statement that the packaging materials does not contain certain chemicals.

To ensure continued compliance with legislation in both European and non-European markets, chemicals are also included as part of our regulatory intelligence process. Perrigo Consumer Self Care International (CSCI) has an established best practice for monitoring regulatory intelligence in the external environment. The process is owned and managed within the CSCI Central Regulatory team and overseen on a daily basis by the Regulatory Intelligence & Policy Project Manager. If any concerning chemicals are identified, both central and local regulatory teams will partner with relevant departments to review and assess the product impact, including the removal of concerning ingredients as appropriate.

Focus on Our People

Diversity, Equity & Inclusion

Recognizing our diversity and promoting equity and inclusivity is at the core of our culture and moving to become a strategic differentiator for our business. With a laser focus on our vision, our current and prospective colleagues, as well as the diverse consumers we serve, we view our commitment to equity and inclusivity not only as important for our global team and communities, but also as a business imperative.

Our strategic approach included identifying our baseline maturity level so we could measure our progress over time. We created a simple three-year strategy with clear, annual measures of success. We have made significant progress and are pleased to be in year two of our three-year strategy with a clear path forward.



Our strategy focuses on three key areas:

1 Education & Awareness

2 Talent Practices

3 Governance and Metrics



Maturity Baseline

Solid Strategy

Clear Measures



Racial Equity Roadmap

We strengthened our strategic approach in 2020 following the tragic deaths and violence towards individuals identifying with the Black/African American, Asian and Pacific Islander communities and allies. These terrible events reinforced our commitment to diversity and inclusion and highlighted the need for an on-going focus on equality, acceptance and understanding.

Perrigo's Racial Equity Roadmap outlines our journey to promote equity for our colleagues, consumers and communities in which we operate. Our President and CEO, Murray Kessler, led the way by demonstrating Perrigo's commitment to promote racial equity. We furthered this commitment by promoting non-violent social change by participating in the Martin Luther King Jr. Center for Nonviolent Social Change commemorative publication focused on "Social Justice in America." We are also focused on providing learning resources and encouraging dialogue across the organization. Learn more below:



Perrigo's core values, **integrity, respect, responsibility, and our code of conduct** serve as the foundation for how we interact:



Diversity, Equity & Inclusion Report

Perrigo is pleased to be launching our first Diversity, Equity & Inclusion Report in 2021; available on [Perrigo.com](https://www.perrigo.com). Other key topics you can learn more about in the 2021 Diversity, Equity & Inclusion Report include:



Perrigo recognizes June **Pride Month** each year by updating our corporate logos and engaging the heart and head of our associates through powerful, personal storytelling.



Perrigo recognizes and respects the diversity of our talented team. We recently celebrated our diversity by hosting a week-long “**Cultural Diversity**” campaign.



Perrigo is pleased to be a member of [The Valuable 500](#), which is 500 companies committed to disability inclusion. We recently implemented colorblind friendly communication guidelines.



Self-care starts with our own team. Perrigo takes a six-pronged approach to promote **Well-being** focusing on physical, emotional, financial, work-life, community, and education.



From global **International Women’s Day** events, to extensive on-demand learning, Perrigo is committed to promoting gender equality.



We embrace the unique diversity Perrigo men bring to our workforce. Our **November for Men** campaign promotes men’s health and suicide prevention.

Global Diversity Statistics



49%
Female
Representation



51%
Female Hires



35
Countries



22%
U.S. People of Color
Representation



24%
U.S. People of
Color Hires



40%
Board of Director
Diversity

**As of June 2021*

Health and Well-Being

As a leading consumer self-care company, the well-being of our people is an exceptionally important topic within Perrigo. The COVID-19 pandemic drove an even stronger focus on empowering our people's self-care journeys in 2020 and continues in 2021.

Perrigo's health and well-being culture is reinforced through a global well-being program designed to inspire colleagues and their household members to improve or maintain their health, benefits that provide personal support for a range of needs and on-site medical and well-being centers at our Allegan, Michigan campus.

Global Employee Assistance Program (EAP)

Perrigo offers a suite of self-care resources through our partnership with Magellan Healthcare's Employee Assistance Program solution in 34 countries. Resources empower the self-care and well-being journeys of both Perrigo colleagues and their household members in *six well-being dimensions – Physical, Emotional, Financial, Work-Life, Community, and Educational.*

Colleagues and their household members can talk to professionals in their preferred language for formal counseling, lifestyle coaching, legal and financial resources and referrals, mindfulness training and more, 24 hours a day, 7 days a week. Magellan's best-in-class website also offers on-demand and live webinars and tools intended to support people wherever they are on their self-care journeys.



HEALTHYyou Well-Being Program

Launched in 2016, Perrigo's HEALTHYyou well-being program continues to support colleagues and their enrolled spouses as they navigate their own self-care and well-being journeys. Our people value this program and it continues to be recognized externally as well. For the fourth year in a row, the HEALTHYyou well-being program has earned the Best and Brightest in Wellness™ Award. This award recognizes employers for excellence in building a well-being culture that makes their business and communities healthier places to live and work.

2020 HEALTHYyou Program Highlights:

- Adjusted the initial strategy of the program to better support the unique needs of individuals caused by the COVID-19 pandemic. This resulted in the addition of a significant number of new resources and activities to the program, and removal of the program's requirement to complete an in-person biometric screening
- Found new ways of communicating COVID-19 related information and resources through a dedicated COVID-19 intranet page, well-being portal, newsletters, and targeted communications.
- Incorporated Magellan EAP resources directly in the well-being program platform
- Hosted monthly financial and emotional well-being educational opportunities, in collaboration with our vendor partners
- Partnered with the Diversity & Inclusion team for Perrigo's global Pride Month and Movember campaigns



Occupational Health and Safety

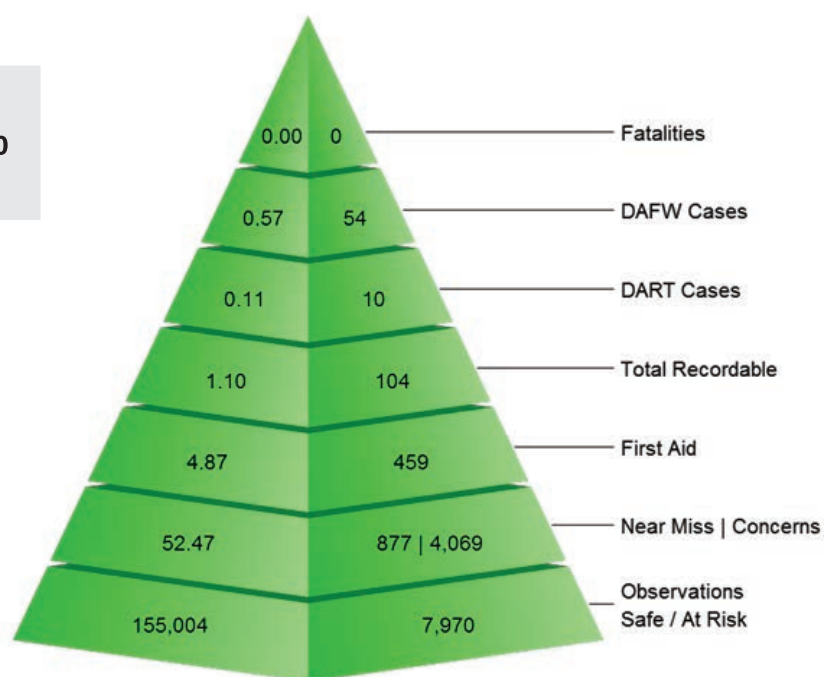
Throughout 2020, Perrigo implemented aggressive COVID-19 controls to reduce the risk to our associates and ensure our ability to continue providing Quality, Affordable Self-Care Products that have been in demand during the pandemic. Perrigo ended 2020 with a 1.10 Total Recordable Injury Rate (TRR), representing a 20% improvement over the 1.37 TRR from 2019. Perrigo's TRR in 2020 outperformed the average TRR of the pharmaceutical industry (1.6) by 24%.

2020 Highlights

Perrigo achieved all health and safety performance objectives in 2020. Each Perrigo manufacturing location is assigned annual safety goals, with most operating locations performing better than target in 2020. Our global Environmental Health and Safety (EHS) Management Information System (EMIS) serves as a central tool for tracking and reporting incidents/events at our sites and provides insight on our progress in building the reporting culture and safety leadership aspects that will support our sustained performance improvements in the coming years. Continued leadership engagement in our PASS observation program and our ongoing Moments of Safety Transformation (MOST) initiative were key drivers of our sustained 2020 performance. Early injury intervention programs at several locations enabled early detection and mitigation of workplace stressors prior to injuries occurring. Ergonomics assessments were conducted at locations globally with an emphasis on preventing strains and sprains and reducing and eliminating ergonomic risks for our offices and manufacturing operations.

Annual TRR by Year:

YEAR	2016	2017	2018	2019	2020
TRR	1.18	1.79	1.42	1.37	1.10



Talent Management

Perrigo continued its focus on the engagement and development of our global colleagues in 2020. Providing an environment where all our colleagues feel safe, respected, and enabled to be at their best both personally and professionally remains a core element of our talent strategy.

Regular employee engagement surveys enable our global colleagues to provide feedback on a range of topics related to Perrigo's strengths and opportunities. Here are some highlights from our global engagement survey that took place in the fall of 2020:



73% of our people feel engaged in their work.

This percentage surpassed our 2018 results and in line with high performing companies.

- Having learning and development opportunities is important to our colleagues' engagement
- Respondents felt Perrigo took action on feedback from our previous survey to provide additional learning and development opportunities

Teams across the global organization have taken the results of the 2020 engagement survey and have created action plans to strengthen our learning and development opportunities. Approximately 13% of the action plans created are training-related, while 14% are dedicated to development-related topics, which demonstrates the importance our teams place on ensuring robust professional development opportunities are available.

Even with the challenges posed by the pandemic, Perrigo continued to improve and implement key talent programs during 2020, such as:

- **Leadership in Action (LIA)** – Supports the professional development of global mid-level leaders
- **Management Essentials** – Supports the development of foundational leadership competence
- **Performance Management Program** – Colleagues set annual goals, receive mid-year and annual performance appraisals, and manage individual development plans
- Expanded virtual learning to continue offering our talent programs during the year, despite the pandemic

2020 Turnover Stats

Total Global Turnover

6.9%

Total Voluntary

4.75%

Total Involuntary

2.22%

% of Openings Filled with
Internal Candidates

40%

Two major initiatives from 2020 that support professional development were:



- This programmatic approach to learning and development encompasses several different initiatives, including access to LinkedIn Learning, facilitated virtual classes, coaching and development resources for leaders and much more.

Career Success Drivers (CSDs)

- This new framework of competencies outline the skills, knowledge, and behaviors expected for individual contributors, leaders of people and leaders of leaders.

The CSDs are aligned to development opportunities to support our colleagues' current and future career aspirations.

Perrigo Named Employer of the Year by West Michigan Works



Each year, West Michigan Works!, a leading workforce development agency in West Michigan, recognizes an employer for their partnership, collaboration, and contributions to workforce development. We are proud to share that the agency awarded Perrigo as its 2020 Employer of the Year in recognition of our commitment to skill building and career development, competitive total rewards, promoting a diverse workforce and more.

Corporate Compliance and Ethics

Core to Perrigo's Global Compliance & Ethics Program is the adherence to our Core Values: Integrity, Respect and Responsibility. These values are supported within Perrigo's Code of Conduct, with which all employees are expected to comply. Perrigo's Compliance & Ethics Program is driven by the Global Ethics & Privacy Team and supported by the Board of Directors, the Audit Committee and the Compliance & Corporate Values Committee.

Perrigo's Compliance & Ethics program empowers our colleagues to conduct business in an informed, responsible and ethical manner by:

- Encouraging a culture of "doing the right thing"
- Operating according to applicable laws and regulations
- Demonstrating commitment to company values
- Protecting the company's reputation
- Providing avenues for anyone to safely raise potential concerns and issues
- Assuring that personnel understand their individual accountability in raising issues for non-compliance
- Detecting risk and preventing non-compliance
- Protecting the personal data that has been entrusted to us

Our Ethics and Compliance program has seven pillars aligned to our principles and values.



With over 135 years in business, we are proud of our heritage and we continue to actively protect it, by embedding compliance and ethics in our structure.





Human Rights Policy and Commitment

A respect for human rights is a basic principle and value for Perrigo. Our business is based upon the vision to make lives better, and this starts with how our products are being made. Perrigo is proudly committed to human rights and strives to operate with the highest standards of integrity and excellence. This commitment applies not only to all colleagues of Perrigo globally, but also our contractors, suppliers, and other third parties doing business on our behalf.

Consistent with previous years, Perrigo maintains a zero-tolerance stance on any form of human rights abuse, discrimination or exploitation. This includes but is not limited to human trafficking and modern slavery, child and prison labor, dangerous working conditions and other salient issues.

2020 Program Update

Despite the disruptions caused by COVID-19, Perrigo continued to exercise due diligence and annual monitoring, leveraging virtual audits, desktop reviews and self-assessments where allowed and appropriate. Perrigo conducted more than 115 third-party ethical and social audits (E&SC) of its supply chain in 2020, primarily using Sedex/SMETA audit protocols. This does not include first-party audits conducted by Perrigo employees, nor self-assessments conducted by individual manufacturing facilities.

While non-conformances were identified in several of these audits, none were related to modern slavery, child labor, or were critical in nature. Corrective and preventative actions were implemented to remediate any gaps or observations identified during audits, with additional audits performed as appropriate to verify the completion and effectiveness.

The Ranir Oral Care business started integration into the E&SC program by adopting the Perrigo Supplier Code of Conduct and continuing to perform its BSCI and Sedex audits. Perrigo North America continued to enhance their usage of the Sedex platform, often through the new virtual SMETA audit while Perrigo U.K. continued to use Sedex as their primary web-based platform to monitor and manage E&SC compliance performance. Sedex is the world's largest collaborative platform enabling companies to share responsible sourcing data and progress.

In terms of policy and training updates, the Supplier Code of Conduct was officially updated late in 2020 with expanded sections and an additional Modern Slavery awareness training program was developed in 2020. Both programs have an expected 2021 rollout.

Looking forward, our human rights and modern slavery commitments, policies and programs will continue into 2021 with the goal of zero instances of Modern Slavery or human rights abuse. We will continue to monitor the COVID-19 impact, seek improvement opportunities, distribute the updated Supplier Code of Conduct, roll out newly developed training and incorporate more manufacturing sites that meet the risk profile into the E&SC program.

For more information on our commitment and approach, visit www.perrigo.com/our-commitment-human-rights.

Community Engagement & Giving

Supporting the community was more critical than ever in 2020 with the Coronavirus pandemic adversely impacting so many people. While stay at home orders and social distancing requirements significantly impacted our employee volunteer initiatives, the company and our colleagues continued to support our local communities whenever safely possible.

For more details on our COVID-19 response, see page 5.

The Perrigo Company Charitable Foundation

The Perrigo Company Charitable Foundation serves as the philanthropic arm of Perrigo, dedicated to supporting organizations and programs that enhance the health, well-being and education of individuals and communities worldwide. Established in 2000, the Perrigo Foundation is a private, non-profit organization wholly, and proudly, funded by Perrigo Company plc.

The Perrigo Foundation's mission to make lives better in the communities we serve is an extension of our company's self-care vision. The foundation is globally aligned, but locally focused on the following three strategic areas:

Healthcare:

Advancing accessibility, quality and affordability in health services, including healthcare education and preventative care.

Education:

Supporting youth and adult career success through the development of necessary job skills, cultivating confidence, as well as education access and affordability.

Supporting the underserved:

Addressing essential needs for vulnerable populations (kids, elderly, special needs, economically disadvantaged or marginalized communities).

For more information on how this aligns with the United Nations Sustainable Development Goals, see page 28.

\$43.6M
Donated in the
last 10 years

\$27.1M
In cash donations

\$16.5M
In product donations





2020 Community and Philanthropic Summary

Perrigo donated more than \$6.2 million in cash and products worldwide throughout 2020. Much of this was to support communities during the COVID-19 pandemic; however, we still sought to advance our mission to promote healthcare, education and champion the underserved in the communities in which we operate. One such example is the 2020 United Way campaign in the United States, where employee matched cash donations totaled over \$500,000, exceeding our 2020 goal by more than 15%.

\$3.3 million in cash donations, including:

- \$1.8 million to support healthcare and various COVID-19 needs in our local communities, which included blood drives, local healthcare institutions and meal delivery for those most vulnerable to COVID-19
- \$1 million to further education and learning in local communities, which includes scholarships and partnerships with non-profits, such as Junior Achievement in Michigan and Uversity in Dublin
- More than \$400,000 donated to organizations supporting food insecurity

\$2.9 million in product donations, including:

- 600,000 bottles of Perrigo-produced hand sanitizer donated to hospitals and first responders
- 480,000 units of Perrigo-produced Alcolgel hand cleaner supplied to pharmacies at no profit in Greece, Romania, Belgium, Sweden, Finland, Hungary, Czech Republic and Ukraine
- 250,000 units of pediatric and adult nutritional drinks donated to local and national charities
- 67,000 units of oral care products donated globally
- The development and testing of face shields by Perrigo UK for first responders, as well as partnering with Perrigo Germany to produce solution needed to test face shields

Top 10 non-profit organizations benefitted in 2020 by total cash donations:

1. United Way (U.S.)
2. Kid's Food Basket (U.S.)
3. American Red Cross (U.S.)
4. Uversity (Ireland)
5. College Awareness (Ireland)
6. Dementia UK (U.K.)
7. Wing's of Hope Hospice (U.S.)
8. Allegan County Community Foundation (U.S.)
9. Benjamin's Hope (U.S.)
10. Meals on Wheels (U.S.)



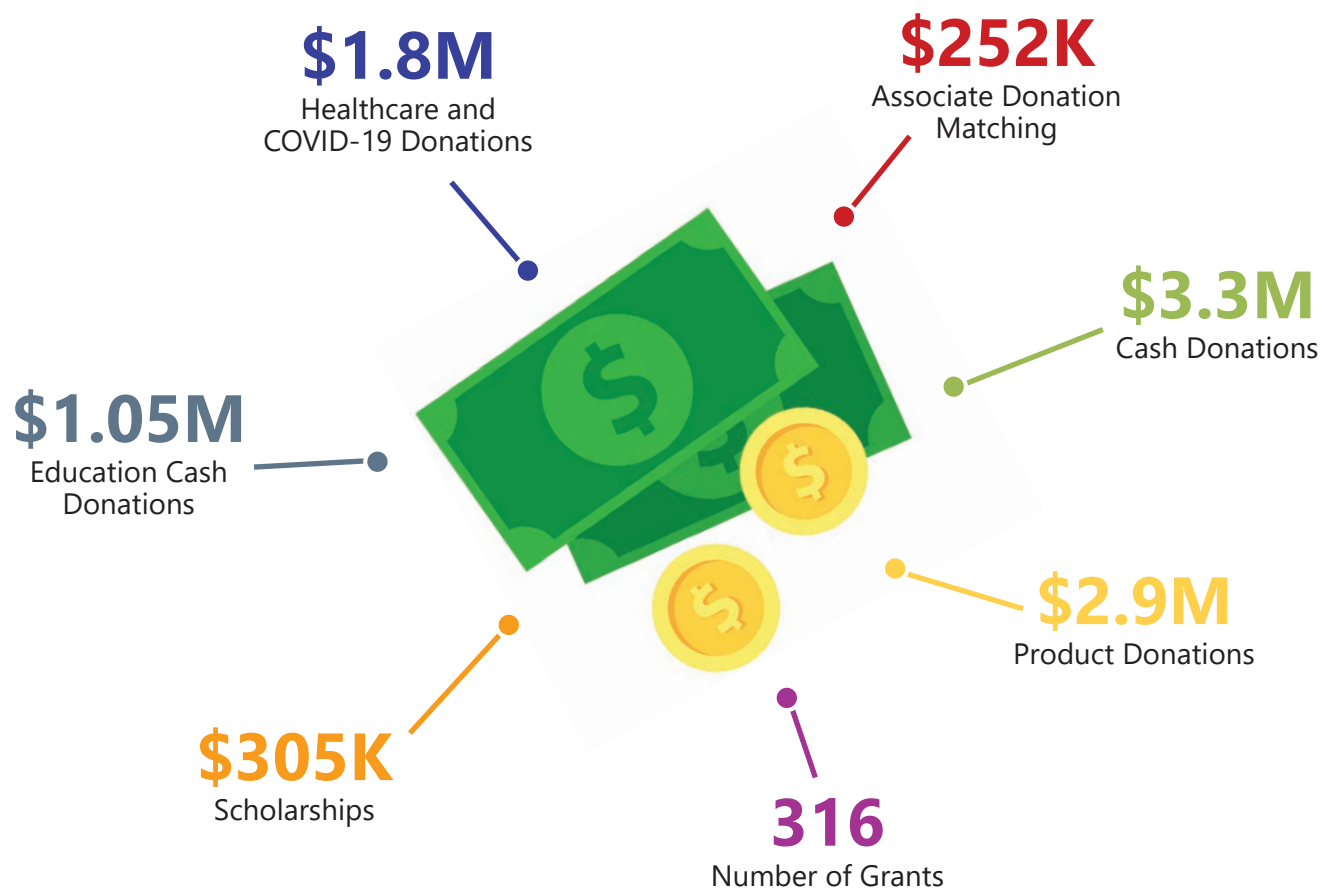
American Red Cross



DementiaUK
Helping families face dementia



2020 Giving at a Glance



Appendix

United Nations – Sustainable Development Goals (SDG)

This is our second year reporting against the UN's SDG, and we remain as committed as ever to accomplishing our 6 goals.

Goal #	SDG Goal	Perrigo 2020 Response and Disclosure
3	Good Health and Wellbeing	<ul style="list-style-type: none"> • \$1.8 million in healthcare donations (page 26) • \$2.9 million in product donations (page 26) • COVID-19 response (page 5) • Wellness and safety metrics (pages 19 to 20)
4	Quality Education	<ul style="list-style-type: none"> • \$1.05 million in education-related donations (page 6) • Volunteerism and youth mentorships – on hold for 2020 due to the pandemic. Planning to resume when it is safe to do so.
5 & 10	Gender Equality & Reduced Inequalities	<ul style="list-style-type: none"> • 49% female representation (page 18) • 24% people of color for U.S. (page 18) • Executing Diversity, Equity & Inclusion goals and initiatives (page 16) • See www.perrigo.com/perrigo-diversity-and-inclusion
12	Responsible Consumption and Production	<ul style="list-style-type: none"> • See sustainable operations goals & metrics (pages 6 to 11) • See packaging sustainability goals & metrics (pages 12 to 14)
13	Climate Action	<ul style="list-style-type: none"> • See climate response and new goals (page 8) • 23% GHG emission reduction (page 8) • TCFD Disclosure (page 30)



SASB Index

This is the first year Perrigo is reporting to the Sustainable Accounting Standards Board (SASB) Standards, a well-known sustainability framework which identifies the subset of ESG issues most relevant in each industry. As a consumer-packaged goods company (CPG) and OTC self-care leader, Perrigo has aligned its ESG reporting to SASB's Household and Personal Care products sector.

While new to the SASB framework, Perrigo previously disclosed many of SASB's metrics for Household and Personal Care products in prior year CSR reports, via the CDP and other ESG initiatives. The table below details Perrigo's current disclosures according to each SASB metric, in addition to providing references to the metric contained within this report, if applicable. Our goal is to continuously assess and enhance our ESG disclosures to deliver transparency for stakeholders.

SASB Ref Code & Accounting Metric	Response/Location
Topic: Water Management	
CG-HP-140a.1 Total water withdrawn and percentage in regions with high or extremely high baseline water stress	<ul style="list-style-type: none"> 1.51 million cubic meters withdrawn (399 million gallons) 7% withdrawn from regions with high or extremely high baseline water stress Energy, Water, Waste & Recycling (page 10)
CG-HP-140a.2 Water management risks, strategies and practices to mitigate those risks	<ul style="list-style-type: none"> Water Risks (page 10)
Topic: Product Environmental, Health, and Safety Performance	
CG-HP-250a.3 Process to identify and manage emerging materials and chemicals of concern	<ul style="list-style-type: none"> Keeping Chemicals of Concern Out of Our Products (page 15)
CG-HP-250a.1, CG-HP-250a.2, CG-HP-250a.4 Revenue from products containing Reach substances of very high concern, California DTSC candidate chemicals list or products designed using green chemistry principals	<ul style="list-style-type: none"> Not reported
Topic: Packaging Lifecycle Management	
CG-HP-410a.1 Percentage of packaging made from recycled and/or renewable materials, and percentage that is recyclable, reusable, or compostable	<ul style="list-style-type: none"> Percent from recycled material: <5% Percent recyclable: 52-70% Sustainable Packaging (page 13)
CG-HP-410a.2 Strategies to reduce the environmental impact of packaging throughout its lifecycle	<ul style="list-style-type: none"> Sustainable Packaging (pages 12-14)
Topic: Environmental & Social Impacts of Palm Oil Supply Chain	
CG-HP-430a.1 Amount of palm oil sourced, percentage certified through the Roundtable on Sustainable Palm Oil (RSPO)	<ul style="list-style-type: none"> 1,290 metric tons directly sourced, 100% of which as RSPO certified Mass Balance Sustainable palm oil (page 15) RSPO Member Website
Topic: Activity Metric	
CG-HP-000.B Number of manufacturing facilities	<ul style="list-style-type: none"> 16 plants (in 2020) Sustainable Operations (page 7)

TCFD

As with SASB, this is Perrigo's first year reporting to the Taskforce for Climate-related Financial Disclosures (TCFD), a well-known framework to help public companies and other organizations more effectively disclose climate-related risks and opportunities through their existing reporting processes. While new to the TCFD framework, Perrigo has disclosed its climate impact in its CSR reports since 2013 and to the CDP since 2018. The table below details Perrigo's current disclosures according to each TCFD metric, in addition to providing references to the metric contained within this report, if applicable. Our goal is to continuously assess and enhance our ESG disclosures to deliver transparency for stakeholders.

TCFD Recommended Disclosures	Response/Location
Governance	
Board oversight of climate-related risks and opportunities	<ul style="list-style-type: none"> • The Board's Nominating & Governance Committee provides board oversight of sustainability and environmental matters • See 2021 Proxy (page 2) • See CDP climate report section C1
Management's role in assessing and climate-related risks and opportunities	<ul style="list-style-type: none"> • Perrigo's Operating Committee is responsible for driving key sustainability & ESG priorities, including carbon reduction and renewable energy goals • See CDP climate report section C1
Strategy	
Climate-related risks and opportunities	<ul style="list-style-type: none"> • Climate is included as part of Perrigo's Enterprise Risk Management (ERM) and while not identified as a substantive business risk in the near to mid-term, it does present opportunities to our business and operations
Impact of climate risks and opportunities	<ul style="list-style-type: none"> • See CDP climate report sections C2 and C3
Risk Management	
Processes for identifying, assessing and managing climate-related risks	<ul style="list-style-type: none"> • Climate is included on Perrigo's ERM, which includes two multi-disciplinary assessments: a short-term assessment by upper management and longer term by the board
Integration of climate risk into company's overall risk management	<ul style="list-style-type: none"> • See CDP climate report section C2 • See 2021 Proxy (page 2)
Topic: Environmental & Social Impacts of Palm Oil Supply Chain	
Metrics used by the organization to assess climate related risks and opportunities	<ul style="list-style-type: none"> • Scope 1 emissions: 49,588 Metric tons of CO²-e • Scope 2 emissions: 104,330 Metric tons of CO²-e • Natural gas consumption: 271,376 mWh • Electricity consumption: 215,359 mWh • Sustainable Operations (pages 6-9) • See CDP climate report sections C4 to C9
Climate related targets and goals	<ul style="list-style-type: none"> • 2015 to 2020: 15% reduction in energy and GHG emissions • 2020 to 2026: 10% reduction in energy, 15% reduction in GHG emissions, 100% renewable electricity • See CDP climate report section C4 • Sustainable Operations (pages 6-9)



**To make lives better by bringing *Quality, Affordable Self-Care Products*
that consumers trust everywhere they are sold.**

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