



Sustainability & ESG

2022 Report



Chairman of the Board Orlando Ashford



Earlier this year, I had the honor and privilege of accepting the responsibility of Perrigo's Chairman of the Board. To help lead a company with such a rich history and so many intrinsic values is as humbling as it is exciting.

I have been a passionate, long-time advocate for diversity and inclusion, corporate social responsibility and sustainability. I firmly believe that how business is conducted is foundational to a company's success. Perrigo's shareholders, customers and consumers place their trust in us, and we take this responsibility seriously, ensuring that how we do business places the same quality and care that we place in the manufacturing of our products. In fact, in my first board meeting where ESG was presented, I recommended we define it as EESG (Employees, Environment, Social, Governance) to better frame the critical role our people play in the success of our corporate responsibility efforts. Perrigo's role and impact on society cannot be understated. Our vision, our values and our 135-year business history is founded on the concept of improving access and affordability to medicines, nutritionals and other products that make lives better.

Perrigo's expansive self-care portfolio is meeting the needs of consumers worldwide, with our branded and store brand offerings providing choice, quality and value. This socially sustainable business model is augmented by the Company's corporate responsibility goals to be 100% renewable electricity by 2026, improve recyclability of all packaging, monitor our supply chain for human rights and voluntarily adopt the UN Sustainable Development Goals, among others.

I am proud of Perrigo's focus on Environment, Social, Governance strategy (ESG). This is an exciting time to be at Perrigo and I am energized not only about our prospects for sustainable growth, but our focus and growth with sustainability.

Orlando Ashford

Chairman of the Board of Directors



President & CEO Murray Kessler

The COVID-19 pandemic has had a profound impact on many aspects of our personal lives, but also has reinforced the importance of sustainability, business ethics and ESG in general. During the last couple of years, utilization of single-use plastic soared, political and racial tensions have been exacerbated, extreme weather has become more prevalent, and shortages in both talent and materials have impacted the availability of goods and services consumers need most.

What companies have done to address the challenges they face has always been examined, but never with the scrutiny applied today. These unusual times have tested our individual and collective ability to conduct business as usual and still uphold our corporate responsibility commitments. Simply put, sustainability and ESG now represent not only a company's savviness and adaptability in response to external influences, but also its forward thinking to achieve more than financial success.

Perrigo's actions in 2021 demonstrated the resilience of our company and our people, as we not only completed our self-care transformation, but also remained committed to doing the right things, resulting in several major environmental and social accomplishments. We have a stronger, more diverse board of directors and executive team than ever before. We formally set aggressive new goals to be using 100% renewable electricity by 2026. We introduced recycled content into the packaging for dozens of products, reduced hundreds of tons of packaging material, and added ESG metrics into the objectives for every one of my direct reports. And in addition to prioritizing sustainability and ESG as a focus area for the year, we also formally introduced it in as a cultural enabler.

We have aggressive goals, which will present challenges and new opportunities as we pursue them. Like any forward-thinking company, we do not pretend to have all the answers yet, but we are committed to working together to find them. I look forward to what our global team will achieve in the year ahead.

Murray S. Kessler
President & Chief Executive Officer



Our People, Environment and Communities



About Perrigo

Founded in 1887 in Allegan, Michigan, Perrigo is a leading global consumer self-care company offering over-the-counter health and wellness solutions that empower consumers to proactively prevent or treat conditions that can be self-managed. **Our vision is to make lives better by bringing quality, affordable Self-Care Products that consumers trust everywhere they are sold.**

Rising healthcare costs and stronger consumer commitment to self-care means people are taking proactive steps to enhance their health and wellness. Perrigo's unique business model delivers leading branded and private label self-care products in multiple commercial channels, categories and geographies.



Our Approach to Sustainability and ESG

Since the inception of our sustainability efforts over a decade ago, we have measured our success against a Triple Bottom Line focused on our people, the planet and our financial performance. We started with voluntarily reporting our greenhouse gas emissions, energy, water, diversity metrics and employee safety among others. Since then, as sustainability needs and frameworks have become more refined, we too have refined our approach.

Over the last couple years, we have adopted multiple sustainability and ESG frameworks to guide our efforts, including the:

- Sustainable Accounting Standards Board (SASB) Personal and Household Products sector for core topics material to our businesses,
- CDP and Taskforce for Climate Related Financial Disclosures (TCFD) for climate disclosures,
- UN Sustainable Development Goals to ensure we leverage our strengths to address the world's top sustainability needs, with a focus on six of the defined categories.



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2021 Numbers at a Glance

People



- 48% female representation



- \$5.4 million donated in cash and products



- Safety recordable rate of 1.4, below industry average



- 180 third party ethical and social audits

- Best and Brightest employer for 2021

Planet



- 2.3% reduction in CO² emissions



- 7% reduction in water withdrawn



- 66-79% of packaging is recyclable

- 160 metric tons of material reduced through packaging design changes

- Commitment to using 100% renewable electricity by 2026

Performance



- Net sales increase of \$50.5 million (+1%)



- \$130 million in new product sales



- Divested the Generic Rx Pharmaceutical business

- Obtained acquisition agreement with HRA Pharma

- Favorable settlement of Irish tax assessment

Environment | Climate



We remain committed to taking purposeful and sustainable actions to address climate change and related environmental issues associated with our business operations. We believe this commitment as an integral part of our Vision: **“To make lives better by bringing quality, affordable Self-Care Products that consumers trust everywhere they are sold.”**

We continue to develop and expand our utility and greenhouse gas (GHG) data model and disclosures. We continue to reduce our energy and water usage in spite of our anticipated increased operational growth. We strive to meet ambitious goals around our usage of renewable energy across all of our manufacturing sites globally.

Climate Goals & Targets

As a global organization, we have set a goal to achieve net-zero carbon emissions by 2040. As part of this commitment, we have set the following targets for our global operations:

100%

of the electricity will be from renewable sources by 2026

10%

reduce energy by 10% by 2026 (2020 baseline)

42%

reduction in Greenhouse gas emissions by 2030 (2020 baseline), which is in line with Science Based Target initiative (SBTi) for Scope 1 and 2

We are additionally committed to:

- Preventing deforestation through the exclusive sourcing of RSPO certified palm oil, sustainable forestry initiatives and related certifications
- Supporting the circular economy through plastic reduction, recyclability, and reuse
- Enabling and improving a culture of sustainable behaviors both inside and outside of our company walls
- Advocating for change within our global supply chain, which includes engaging and collaborating with suppliers and other business partners on their climate impact
- Transparency of our climate risks, impacts and performance

Climate Risks & Governance

Climate Change risk has been a formal part of Perrigo's annual enterprise risk assessment and monitored since 2017. While the effects of climate change, such as extreme weather and biodiversity loss, has not been identified as a substantive area of risk for our business in the near term, reducing energy and GHG has been identified as a key opportunity to improve operational efficiencies, reduce or control costs and provide a competitive advantage with our customers.

For more information on board oversight of climate and risk, see governance on page 25, our annual proxy statement on www.perrigo.com, or our annual CDP disclosure.



Emissions:	2020 (baseline)	2021	Change
Scope 1	46,417	44,704	-4%
Scope 2	77,296	77,451	0%

This data represents the Scope 1 and 2 greenhouse gas emissions for the 13 manufacturing plants, or 49 total facilities under our operational control. Due to the divestiture of our prescription drug business in 2021 and our Latin American businesses in early 2022, the baseline has been restated to reflect our active facilities. Any new facilities or sources associated with a new acquisition, such as the HRA acquisition announced earlier this year, will be integrated into their reporting after the first full year under Perrigo.

Climate Risks & Governance 2021 Key Highlights and Projects

- Third party energy audits across all CSCI plants
- New solar panel installation in Branton, UK
- Compressed air leak studies and repairs in 4+ CSCA plants
- Air compressor replacement in Allegan, US
- CSCI pallet wrap and banding projects



Energy in mWh:		
Energy Type	2020	2021
Electricity	164,164	164,225
Natural Gas	251,670	240,936

Environment | Water

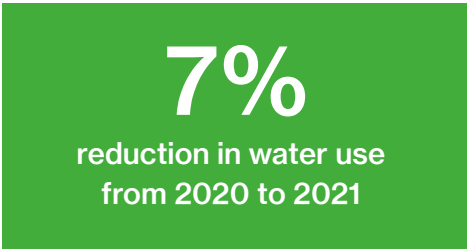
Water scarcity is another serious global concern that will only get worse with climate change. OTC pharmaceuticals and infant formula, among other products, are typically more water intensive due to the amount of equipment cleaning or water used in products. Because of this, we keep close eye on our water usage and strive to reduce the amount of water we withdraw. We strive to improve the efficiency of water use during cleans, without sacrificing the quality of the clean and invest appropriately into tools and equipment that may optimize our water use.

Similar to energy, our goal is to reduce water withdrawn by 10% by 2026, using 2020 as a baseline. Using the same boundary as energy and emissions, we saw more than a 20-million-gallon, or 7% reduction in water from 2020 to 2021 across our global operation. Perrigo's factories in Vermont, US and Herrenberg, Germany led the way with double digit percentages of water reduction from previous year.



Gallons of Water (in 000's)

2021	2022
294,746	274,157



Water Risks

Water requirements and risk are factors 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. Most of our water withdrawn comes from places of low to moderate water stress regions as defined by the World Resource Institute (WRI). These regions include Michigan, Vermont and New York, US as well as the UK. Approximately 3% of our water consumed came from high to extremely high water stress regions, notably our plant in Belgium.

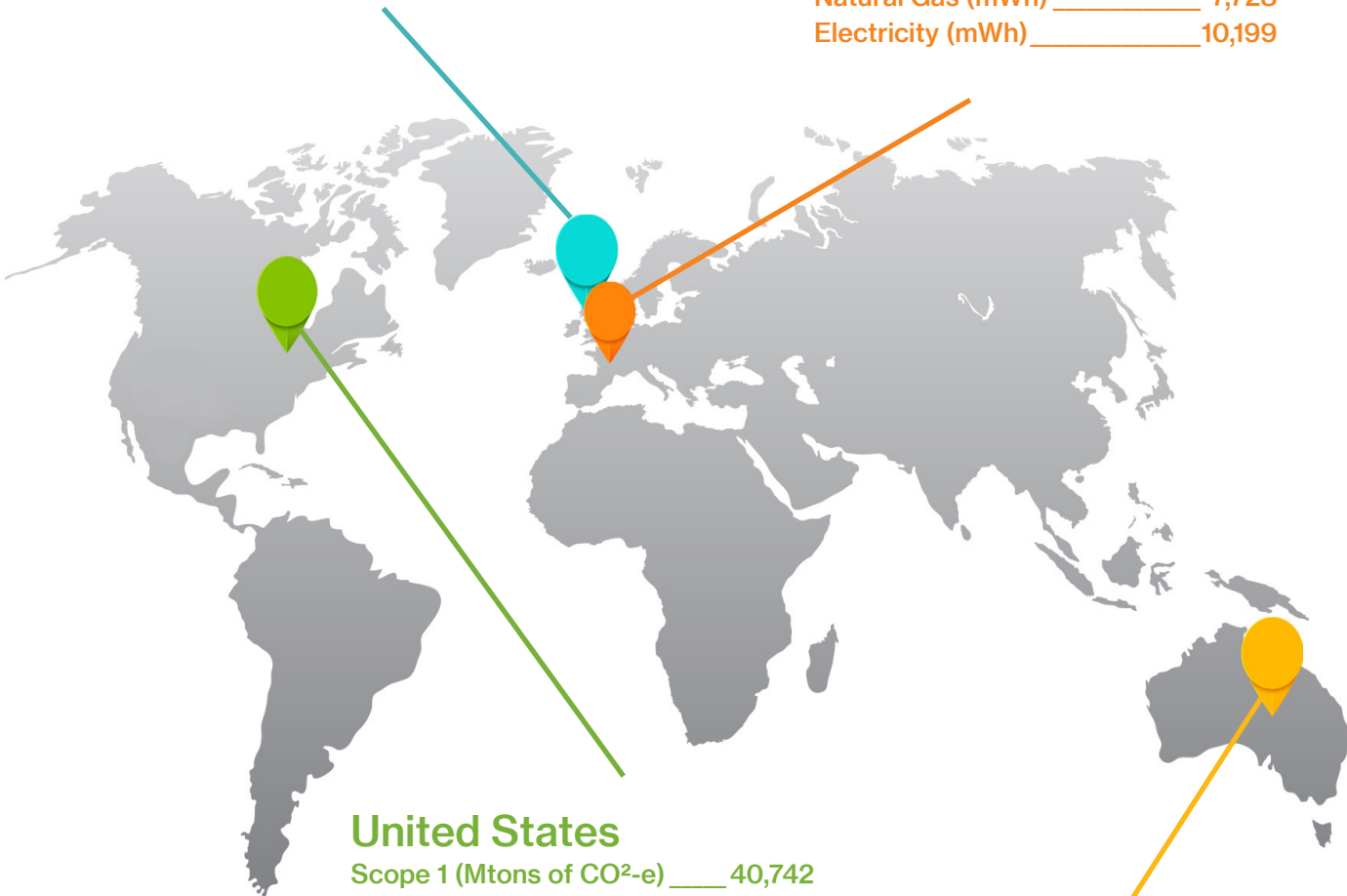
Utility Data from Top Regions with Manufacturing

UK & Ireland

Scope 1 (Mtons of CO²-e) ____ 1,669
Scope 2 (Mtons of CO²-e) ____ 103
Water (gallons) ____ 5,027,194
Natural Gas (mWh) ____ 9,168
Electricity (mWh) ____ 8,521

Europe

Scope 1 (Mtons of CO²-e) ____ 2,251
Scope 2 (Mtons of CO²-e) ____ 1,960
Water (gallons) ____ 25,733,847
Natural Gas (mWh) ____ 7,728
Electricity (mWh) ____ 10,199



United States

Scope 1 (Mtons of CO²-e) ____ 40,742
Scope 2 (Mtons of CO²-e) ____ 74,681
Water (gallons) ____ 241,301,079
Natural Gas (mWh) ____ 223,808
Electricity (mWh) ____ 144,478

Australia

Scope 1 (Mtons of CO²-e) ____ 42
Scope 2 (Mtons of CO²-e) ____ 707
Water (gallons) ____ 2,094,885
Natural Gas (mWh) ____ 232
Electricity (mWh) ____ 1,028

Global

Scope 1 (Mtons of CO²-e) ____ 44,704
Scope 2 (Mtons of CO²-e) ____ 77,451
Water (gallons) ____ 274,157,004
Natural Gas (mWh) ____ 240,936
Electricity (mWh) ____ 164,225

Environment | Packaging

Sustainable Packaging

As a consumer goods self-care company, our product packaging continues to be one of our most material environmental impacts. As such, Perrigo has set goals to promote a circular economy and reduce the amount of consumer waste generated from our packaging.



By following global goals set by several retailers, regulators and the Ellen MacArthur Foundation, we are committed to the below goals.

80% to 100%

recycle-ready, reusable or
compostable packaging
by 2025

20% to 30%

consumer packaging contains
recycled content
(where regulations allow)

100 Mt

reduce 100 metric tons of
packaging within 2021
(CEO goal)

**Securing all wood fiber and paper packaging from sustainable sources,
such as suppliers certified through the Sustainable Forestry initiative by 2025**

Consumer Self-Care Americas (CSCA)

Despite a growing branded segment, Perrigo's CSCA portfolio consists of mostly store brand self-care products, including OTC medications, infant nutrition and oral care.

2021 Goals & Performance Update

- Approximately 79% of packaging is recyclable (target is 100%)
- <5% of packaging contains recycled content (target is 20%)
- Reduced 137 Metric tons worth of packaging (annually)
- 90%+ of paper cartons and labels are certified through SFI, FSC or equivalent
- 370 total label submissions into How2Recycle
- 63 metric tons of PVC removed

By the end of 2021, packaging recyclability improved from 70% to 79% for CSCA products. This is largely due to extensive recyclability testing projects with small bottles, as well as PVC removal in many product neckbands. We additionally implemented 9 packaging reduction projects totaling 137 metric tons worth of reduction. While our corrugated shipping containers contain 50-100% PCR paper, less than 5% of CSCA's consumer packaging contains PCR, largely due to the FDA prohibiting the use of PCR in drug products.

Please note: Recyclability 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.



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 submitted over 370 label requests, impacting over a thousand skus and more than 12 different brands.

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 UK. CSCI includes a variety of categories such as skincare and personal hygiene, upper respiratory, pain and sleep-aids, VMS, healthy lifestyle, oral care and digestive health.

2021 Goals & Performance Update

- Approximately 66% of packaging is recyclable (target is 80%)
- <5% of packaging contains recycled content (target is 30%)
- Reduced 23 Metric tons worth of packaging (annually)
- 90%+ of paper cartons and labels are certified through SFI, FSC or equivalent

CSCI completed 13 packaging reduction projects for 24 metric tons and had a number of key initiatives including, but not limited to:

- Prepare for PCR introduction in unit cartons across categories
- Pallet Wrap - 7.5 Mtons in year plastic reduction

Please note: Recyclability goal is based off of 80% of branded products sold by volume.



Key Risks & Challenges

The regulations impacting our OTC and Nutritional packaging add some notable challenges to our sustainability goals, including the FDA prohibiting the use of PCR content for drug contact in the United States. Supply chain issues have additionally made accessibility of recycled content more difficult to obtain in the volume needed.

PVC, a problematic and unrecyclable plastic, remains a pharmaceutical industry standard material, notably to meet regulations for blisters, strips and other packages requiring a high moisture barrier. We continue to work with vendors and test non-PVC alternatives, including recyclable blister strips. Light-weighting plastic is also a challenge within OTC, 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, green claim legislation and sustainability reporting and further clarifications on packaging taxes that may adversely impact our ability to meet our goals.

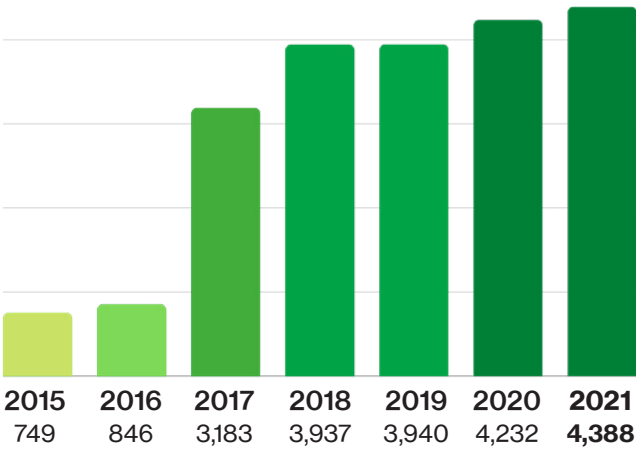
Environment | Waste

Waste reduction and improving recycling is a critical component to efficient manufacturing. Similar to energy and water, each Perrigo manufacturing site has a goal to reduce total waste to landfill by 10% by 2026 (2020 baseline), if they are not already zero waste to landfill.

Our Perrigo Michigan (PMI) site is the company's largest manufacturing site by far and has been tracking recycling by weight since 2015. Thanks to implementing a more robust recycling program in February of 2017, PMI has seen over a 500% increase in recycling by weight. Over 390,000 cubic feet of landfill space was avoided in 2021 through these recycling efforts.

Perrigo's Vermont site additionally diverts several tons of infant formula waste to local farms for feedstock.

Total Tonnage of Recycling (PMI)



Zero Waste to Landfill Facilities



- Branton, UK
- Herrenberg, Germany
- Medgenix, Belgium
- Felkirchen, Austria

Environment | 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 will additionally apply RSPO credits to offset palm oil derivatives and indirect usage where certification may not be feasible or realistic.



2021 Update

As reported in Perrigo's 2021 Annual Communication of Progress (ACOP) to the RSPO, Perrigo directly sourced 1,334 metric tons of Palm Oil, 100% of which was RSPO-certified Mass Balance. We additionally claimed 251 RSPO credits to offset known derivative usage in 2021. Derivatives continue to be our biggest challenge with Palm Oil, due to the supply complexity, variation of materials, small individual usage and regulatory concerns with many products.

Perrigo's Vermont (US), Ohio (US), and Braunton (UK) manufacturing sites continued to be physically certified to the RSPO standards.

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







Employees | Diversity



Diversity, Equity & Inclusion

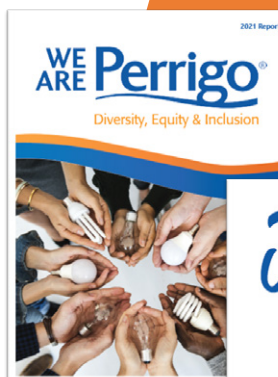
Appreciating our diversity and working toward being a more equitable and inclusive organization has been at the core of our culture for many years. But in 2022, we furthered our commitment to DEI when updating our organization's cultural framework. DEI is evident within our organization's core values, culture statement and represents one of our eight core competencies (performance drivers). With a laser focus on our vision and DEI included in our cultural framework we continue to be well positioned to meet the needs of our diverse workforce and the consumers we serve.

 Vision Our purpose & goal	 Values How we make decisions	 Culture How we work together	 Performance Drivers Behaviors that drive success
To Make Lives Better by bringing quality, affordable Self-Care products that consumers trust everywhere they are sold.	Our Respect value now includes: We are inclusive & thrive on diverse ideas!	Our Culture Framework now includes: We inspire and foster a work environment where we can all be at our best and speak-up. We expect different perspectives in every conversation.	One of our eight Performance Drivers now includes: "We Embrace Diversity & Promote Inclusivity." Specific behaviors have been identified.

DEI Report

Perrigo is pleased to have launched our first ever DEI report in January of 2022 featuring our DEI progress over the last several years including our efforts to promote equity and inclusivity, our progress, as well as the demographic make-up of our organization.

Our theme of “JOIN US” focuses on joining us on the journey of understanding one another through a lens of “curiosity.” Join us on a personal journey of understanding DEI topics, and join us and bring your lens of creativity, innovation, hard work and more to Perrigo!



Access Perrigo's 2021 DEI Report [HERE](#)



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.

This year, our Perrigo New York team hosted a Pride event featuring a Pride photo backdrop, resources for our colleagues, and fun lanyards!



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

Valuing, leveraging, and celebrating our “cognitive diversity” fuels innovation, improves collaboration, widens our view of the world and the people in it.



Perrigo is pleased to be a member of **The Valuable 500**, which is 500 companies committed to disability inclusion.

We recently welcomed para dressage Olympic athlete, **Rebecca Hart**, to speak with the Perrigo team about disability inclusion.



As part of our continued work on promoting racial equity, Perrigo invited featured speaker, **Skot Welsh** (globalbridgebuilders.com) to talk about the “Social Construct of Race.”



Perrigo welcomed **Shannon Cohen** (ShannonCohen.com) to speak in honor of **International Women’s Day**. She spoke about why the future belongs to brands believing and investing in women!



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



Diversity Statistics



40%

Board of Director
Diversity



30%

Executive
Committee
Diversity



48%

Global Female
Representation



22%

U.S. People
of Color



35+

Countries



15+

Languages

**As of March 2022*

Our Board of Director diversity is 40% gender and ethnically diverse and we are pleased to have our Board Chair, Orlando Ashford (featured earlier) bringing a diversity lens to everything we do.

We employ a global workforce that is 48% female and we have increased our U.S. people of color representation by 2%.

We have further diversified our Executive Operating Committee from 9% diverse representation to 30%.

Employees | Health & 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 2022.

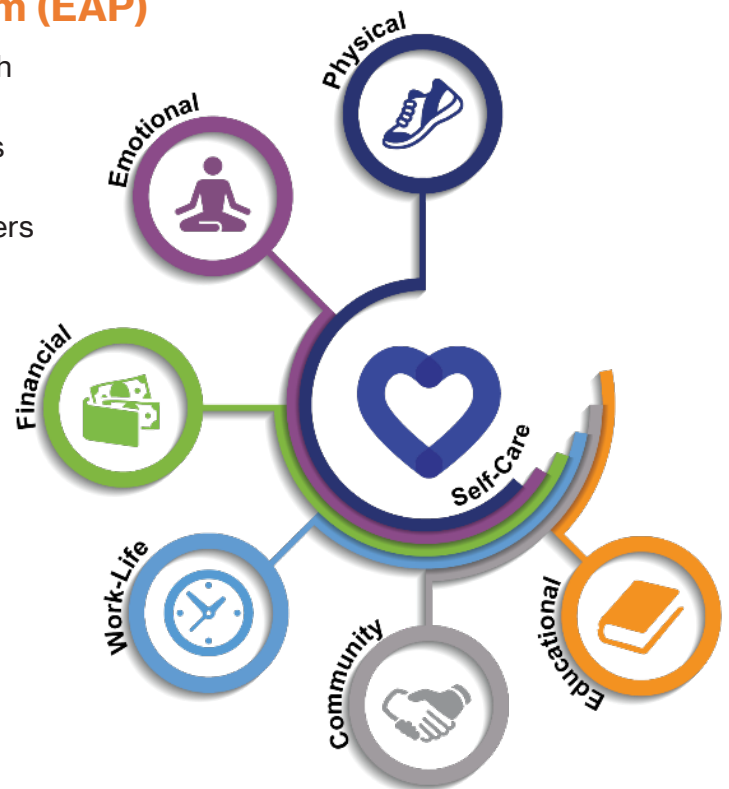
Perrigo's health and well-being strategy starts with a strong health and safety culture and continues with our global well-being program designed to inspire colleagues and their household members to improve or maintain their health. This commitment is demonstrated daily through our well-defined occupational health and well-being strategies focused on whole person initiatives, in addition to our on-site medical center and well-being center 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 EAP solution in all countries Perrigo operates. Resources empower the self-care and well-being journeys of both Perrigo colleagues and their household members in six key areas – 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. Magellan's best-in-class website also offers on-demand and live webinars and tools intended to support people wherever they are at on their self-care journeys.



HEALTHYyou Well-Being Program

Launched in 2016, Perrigo's HEALTHYyou well-being program continues to support colleagues and their household members 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 fifth 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 a healthier place to live and work.



2021 Well-Being Highlights

- Launched a global Well-Being Ambassador network to strengthen our initiatives, including monthly self-care resources and global campaigns for all colleagues
- Hosted leadership webinars on EAP resources, including a Top Leader two-session workshop to help colleagues navigate the 'New Normal'
- Participated in numerous HR and Leadership calls to showcase EAP resources designed to help leaders support the self-care and well-being of their colleagues
- Hosted a global May Mental Health Month campaign with different activities to practice mindfulness and overcome stigma associated with mental health and treatments
- In partnership with Allegan County, launched a Mental Health First Aid training campaign for Michigan-based people leaders
- Hosted numerous financial and emotional well-being educational opportunities in the US
- Partnered with global Diversity, Equity & Inclusion to highlight self-care resources applicable to DEI campaign messaging

A close-up photograph of two hands, palms up, holding a bright green ribbon that is tied in a loop, resembling a mental health awareness ribbon. The background is softly blurred.

Mental Health Awareness Month

Employees | Safety

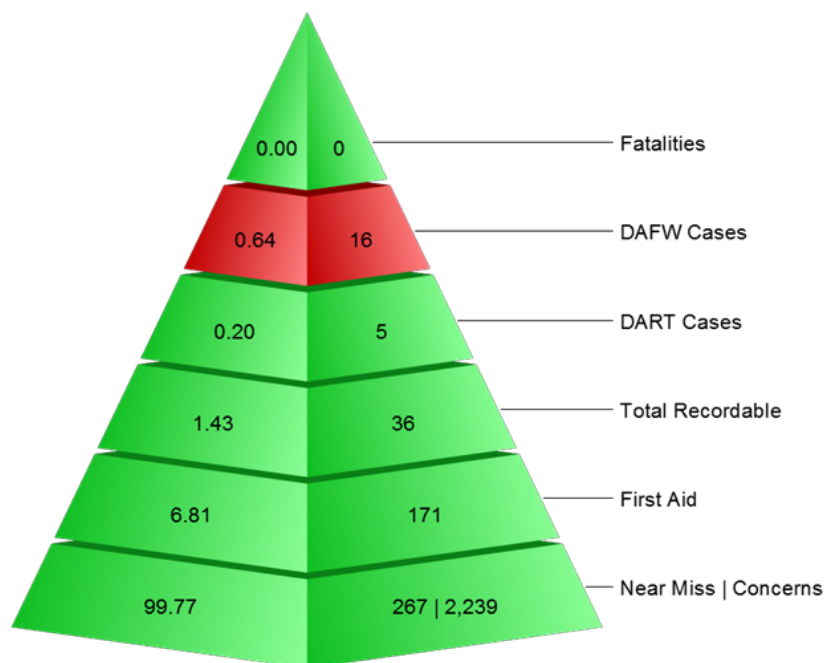
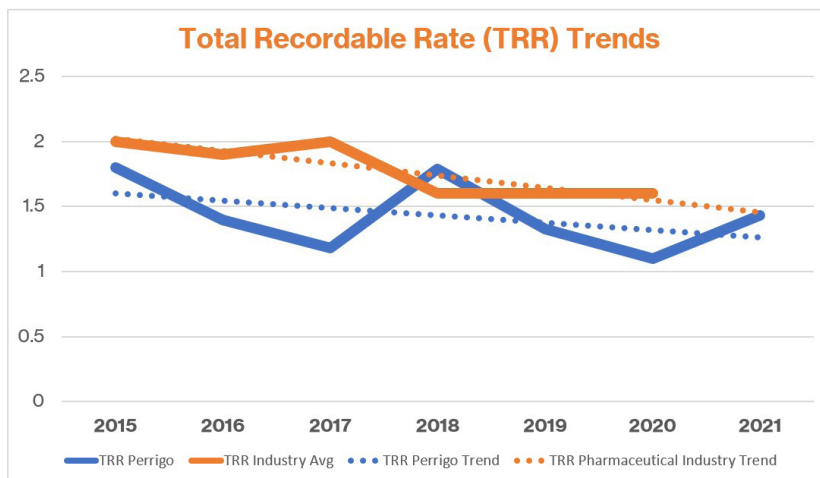
Throughout 2021, Perrigo continued to safely produce **Quality, Affordable Self-Care Products** that have been in demand during the pandemic. Perrigo ended 2021 with a 1.4 Total Recordable Injury Rate (TRR) for manufacturing. Although Perrigo's TRR slightly increased compared to 2020, we remained well below the pharmaceutical industry average TRR of 1.6. Increased employee turnover rates associated with tight labor markets partially contributed to the 2021 incident rate performance decline.

2021 Highlights

Perrigo achieved all health and safety performance objectives in 2021 with the exception of Days Away From Work (DAFW) cases. Each Perrigo manufacturing location is assigned annual safety goals, with most operating locations performing better than target in 2021.

As our operations continue to emerge from COVID-19 restrictions, we expect to achieve further reductions of injuries sustaining our long-term trend. In addition to headwinds from COVID-19, Perrigo completed a major transformation step with the spin-off of our RX business unit. Injuries have and will continue to decrease through our proactive initiatives that include leadership engagement in our PASS observation program and our ongoing Moments of Safety Transformation (MOST) initiatives.

Opportunities remain in preventing ergonomic injuries and we continue to expand ergonomic assessments and corrective actions in addition to proven benefits of our early intervention practices that help reduce injuries.



Employees | Talent Management

Our talent management philosophy is rooted in growing our collective capabilities for optimal engagement across the company. We do that by empowering colleagues to take ownership of their own development, while supporting them with tools and programs that contribute to overall well-being and keeping colleagues engaged.

The outcome of those efforts is our ability to fill job opportunities with internal candidates. In 2021 1,100 of our colleagues were promoted and 924 colleagues moved laterally to other roles to seek new challenges and continue to broaden their experience. This represents about 20% of our workforce who had opportunities to grow on the job.



2021 Highlights & Activities

We made several key improvements last year to maximize our people's engagement, learning and process to fill open positions with existing talent first.

Digitizing orientation

Onboarding new colleagues has been taking on extra significance lately, as many joined Perrigo without meeting a colleague face to face. Our CSCI business launched a two half-day virtual orientation experience, which more than 160 colleagues in 2021. Our CSCA business increased the frequency of orientation sessions to help new colleagues connect quickly with key people. These sessions were primarily in-person, but done with mask, social distancing, and other COVID-19 safety measures in place. Over 600 colleagues completed orientation for CSCA. Over 760 people attending orientation in 2021.

Improving performance differentiation

Our ability to identify colleagues who are ready for the next challenge and find the right opportunities is underpinned by continuously improving our performance management approach. A key development last year we moved from a 3-point performance rating scale to a 5-point scale to allow us to better identify differences in performance. This gives us greater visibility of colleagues who might be ready for their next challenge.

Expanded personal and career development offerings

To support colleagues to perform at their best in their current role and to help them achieve their career aspirations we continue to improve our GROWyou program, which provides online, self-study through LinkedIn Learning and a selection of virtual classroom training.

Our corporate LinkedIn Learning account provides colleagues access to more than 13,000 online courses to support their development. Last year nearly 40% (3,300) of our colleagues were actively using LinkedIn Learning and they use it frequently. 47% of our colleagues who use LinkedIn Learning are logging in two or more days each month. In total they spent more than 6,600 learning hours on their personal and career development.



Classroom learning is an important addition to development as it provides an opportunity for our colleagues to connect. Finding ways to connect was vital during the pandemic which forced us apart. All non-orientation training performed during 2021 was virtual, however the demand was still strong. We offered 171 classes in 2021 covering personal development courses such as Emotional Intelligence or 7 Habits of Highly Effective People and career development courses such as Project Management. In total just over 900 colleagues invested in their own development.

Leaders at all levels have been particularly challenged through the pandemic to maintain engagement in their part of the organization. We continue to invest in our leaders through our Management Essentials program, which consists of seven classes providing best practice for leaders to drive performance and engagement of their teams. Last year more than 500 managers grounded themselves in good management practices by attending one or more Management Essentials classes. We also continued to run our Leadership in Action program. Last year about 100 mid-level managers completed the program.

We also put a focus on executive leadership capability last year. We ran leadership workshops with our top 250 leaders. We piloted a leadership development program with 16 of our VPs and SVPs to continue to build executive capability for our future leaders of the business.

Supporting the development needs of our colleagues through formal learning and new job experiences helps us to continue to grow as individuals and organization.

2021 Turnover Stats

2021 saw a heightened number of employee turnover due to a variety of factors, including COVID-19 and global talent shortages. Even with the increase in employee turnover in 2021, our voluntary turnover rates are in line with the Consumer Goods industry according to APQC.

- 19% - Total Turnover (Global)
- 14.8% - Total Voluntary Turnover (Global)

Social | Community Engagement

Consistent with our vision, we strive to foster a culture that makes lives better, not only through our products, but through our actions. It is our belief that engaging the community can directly benefit our employees by developing professional skills and networks while enhancing morale and mental health. It not only feels good, but it's good for business.

Unfortunately, COVID-19 continued to adversely impact our engagement by limiting opportunities to participate in local volunteer activities and company sponsored programs. However, the company and our colleagues continued to support our local communities whenever possible.

The Perrigo Foundation

Established in 2000, the Perrigo Company Charitable Foundation is a private, non-profit organization wholly funded by Perrigo Company plc. As the philanthropic arm of the Company, the Perrigo Foundation supports initiatives that promote investments in healthcare, education, and support services in communities where Perrigo operates.

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 strategic areas:

\$50 M

in cash and product donations since 2010



Healthcare

Advancing accessibility, quality and affordability in health services



Education

Supporting youth and adult career success and workforce readiness in addition to Science, Technology, Engineering and Math (STEM)

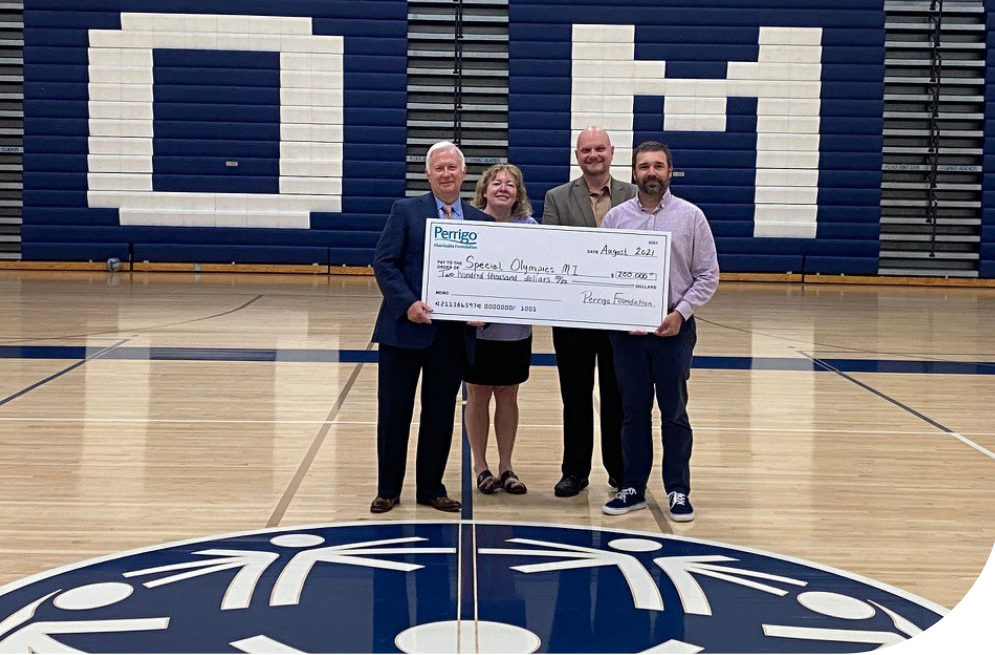


Supporting the Underserved

Addressing essential needs children, the elderly, those with special needs and other more vulnerable populations

2021 Perrigo Giving

\$2.6 M total cash donations	\$1.1 M education donations	\$637 K healthcare	259 grants awarded
\$2.8 M in products donated	\$673 K underserved	\$209 K employee match	\$5.4 M total donations



Signature Gifts

Part of the Foundation's "signature gift" strategy is to support transformation around an unmet community need. 2021 saw three signature gifts supporting education and those with special needs:

Special Olympics – A \$200,000 grant was awarded to Special Olympics of Michigan to assist in building the largest Special Olympics facility in the world.

Junior Achievement – Another \$200,000 grant was awarded to Junior Achievement to assist in building their state of the art "Free Enterprise Center" to give youth more hands-on learning of key business and entrepreneurial topics.

US Equestrian Federation – \$100,000 to support para dressage Nations Cups competitions in the US during 2021 and 2022.



Other major gifts in 2021 (Top 10)

- Uiversity, Ireland - €75,000
- Alzheimer's Society, UK - £55,000
- Urban Alliance, US - \$60,000
- College Awareness Week, Ireland - €50,000
- St. Andrews Resource Centre, Ireland - €50,000
- Allegan Area Educational Services Agency, US - \$45,000
- MS Ireland, Ireland - €40,000
- Meals on Wheels West MI, US - \$43,000
- Kids Food Basket, US - \$30,000
- Saugatuck Center for the Arts, US - \$30,000



Social | Human Rights

Human Rights Policy and Commitment

Human Rights is a basic principle and value for Perrigo. Our business is based upon the concept of making 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. The scope of this commitment applies to all employees of Perrigo globally, as well as any contractors, suppliers, and other third parties doing business on our behalf.

Like 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 & modern slavery, child & prison labor, dangerous working conditions and other salient issues.

2021 Program Update

Perrigo continued to exercise due diligence and annual monitoring per our E&SC program, despite the ongoing disruptions from COVID-19. Perrigo conducted more than 180 third party ethical/social audits and over 70 self-assessments of its supply chain in 2021. While more than five different types of audits were conducted, Sedex/SMETA continued to be our dominate and preferred audit protocol. This audit count does not include first party assessments by our dedicated audit teams.

Relatively minor non-conformances continued to be identified during audits, however no concerning findings were found relating to modern slavery, child labor, or any related such critical finding. When non-conformances are identified, corrective actions were put in place to remediate them, even if minor.



CSCA continued to increase their usage of the Sedex platform throughout the supply chain, in addition to supporting other customer audit programs. Perrigo UK continued to use Sedex as their primary platform, having Tier 1 sites to complete a self-assessment questionnaire (SAQ) on Sedex, with those in higher risk countries having an independent audit in place prior to approval. Sedex is the world's largest collaborative platform for companies to share responsible sourcing data and progress.

In terms of policy and training updates, the Supplier Code of Conduct was renamed as the Supplier Ethical Standards during its most recent update in 2021 and included expanded sections of Modern Slavery and other related ethical concerns.

Looking forward, 2022 and 2023 are expected to see several enhancements to our E&SC program. We have established dedicated new resources to E&SC in early 2022 with the intent of enhancing the current program by way of supplier training and standardizing global processes. Additionally, several of our customers have introduced or revised their responsible sourcing programs, which has been increasing the number of audits and overall supply chain engagement. We continue to be committed to prequalify, monitor, remediate and enforce E&SC throughout our supply chain.

This statement has been approved by the Board and is made pursuant to relevant legal requirements within the United States and section 54(1) of the UK Modern Slavery Act 2015, which constitutes Perrigo's slavery and human trafficking statement for the financial year ending 2021.

For more information on our Human Rights policy, training and approach, visit: www.perrigo.com/modernslaverystatement.

Social | Chemicals

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 provide transparent reporting on our ingredients.

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 produce for. 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, then we start internal discussions with any impacted department concerning possible reformulation. In order to perform this analysis, we identify substances to the lowest possible level.

Along with assessing the chemicals in our products, we also review the materials that are used in the packaging of the products. We require a certification or statement of compliance on the suppliers' letterhead indicating that they are either compliant with the various regulatory lists or that the packaging materials 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.

Governance | Board Oversight

As a publicly traded company, the Perrigo leadership team manages our business under the direction of our Board of Directors. The Board of Directors has adopted Corporate Governance Guidelines to assist the Board in the exercise of its responsibilities. These Guidelines, along with the charters and key practices of the Board committees, reflect the Board's commitment to monitor the effectiveness of decision making at both the Board and management levels.

Additionally, a substantial majority of our directors meets NYSE independence requirements that stipulate independent directors have no relationship that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director.



The Corporate Governance Guidelines are available on our website www.perrigo.com under the heading Investors – Corporate Governance – Governance Guidelines.

ESG and Sustainability Oversight

Our sustainability and ESG initiatives are overseen by, and reviewed quarterly with, the Nominating & Governance Committee, which is responsible for risk oversight relating to corporate governance, cybersecurity, sustainability and environmental matters.

In support of the Board's ability to deliver on its responsibilities, President and Chief Executive Officer Murray Kessler, along with other company leaders, regularly consult and inform the board about the state of our business, including ESG and sustainability topics.

Furthermore, quarterly ESG updates and strategy meetings are scheduled with the members of the Perrigo Operating committee. This is in addition to the monthly meetings held by our dedicated global sustainability team.



Board Oversight of Risk

While Perrigo management is responsible for day-to-day risk management, the Board of Directors is responsible for the overall risk oversight, including ESG risks, and the Audit Committee is responsible for the overall framework for the risk assessment and enterprise risk management (“ERM”) process for the Company. The Board’s committees take the lead in discrete areas of risk oversight when appropriate. For example, the Audit Committee is primarily responsible for risk oversight relating to financial statements; the Talent & Compensation Committee is primarily responsible for risk oversight relating to executive compensation and the Company’s compensation policies and practices, along with corporate culture and diversity; and the Nominating & Governance Committee is primarily responsible for risk oversight relating to corporate governance and cybersecurity, along with sustainability and environmental matters. These committees report to the Board of Directors on risk management matters.

These risks are periodically reviewed by the Board of Directors during formal ERM presentations and regularly addressed in a wide range of Board discussions, including those related to segment or business unit activities, specific corporate functions (such as treasury, intellectual property, capital allocation and taxation matters), acquisitions, divestitures and consideration of other extraordinary transactions. As part of these discussions, our directors ask questions, offer insights and challenge management to continually improve its risk assessment and management. The Board has full access to management as well as the ability to engage advisors to assist the Board in its risk oversight role. The following chart provides a summary overview of key areas of risk oversight for the Board and management.

Board of Directors Oversees Major Risks

Strategic and Competitive | Financial | Brand and Reputation | Legal and Regulatory
Operational | Cybersecurity | ESG | Organizational Succession Planning

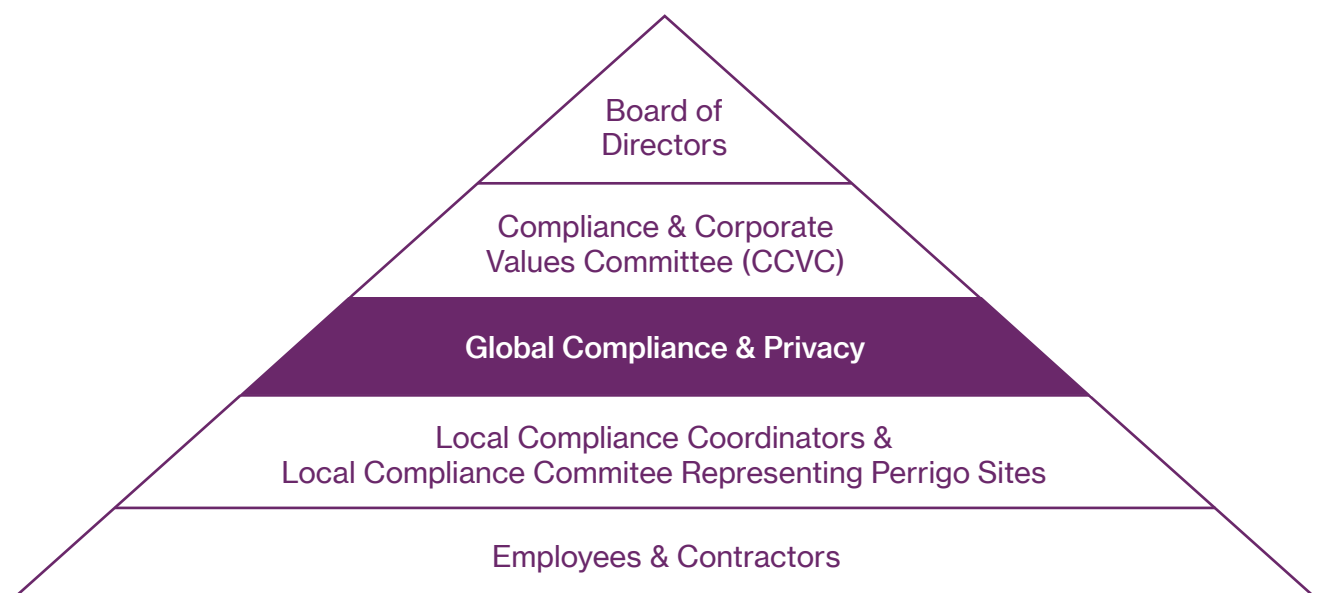
Governance | Compliance & Ethics

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. Core to Perrigo's Global Compliance & Ethics Program is the adherence to our Core Values: Integrity, Respect, Responsibility, and Curiosity. These values are supported within Perrigo's Code of Conduct, with which all employees are expected to comply. Perrigo's Compliance and Ethics Program is driven by the Global Compliance and Privacy Team and supported by the Board of Directors, the Audit Committee, and the Compliance and Corporate Values Committee. Perrigo's Compliance and Ethics program empowers our colleagues to conduct business in an informed, responsible and ethical manner by:

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

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



Index

United Nations – Sustainable Development Goals (SDG)

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

Goal #	SDG Goal	Perrigo 2021 Response and Disclosure
3	Good Health & Well-Being	<ul style="list-style-type: none"> • \$637,000 in healthcare donations (page 21) • \$2.8 million in product donations (page 21) • Company core business model (page 3) • Wellness and safety metrics (pages 16-18)
4	Quality Education	<ul style="list-style-type: none"> • \$1.06 million in education-related donations (page 21) • Volunteerism and youth mentorships (pages 21-22)
5 & 10	Gender Equality & Reduced Inequalities	<ul style="list-style-type: none"> • 48% female representation (page 15) • 22% US People of Color Representation (page 15) • Executing against diversity and inclusion goals and initiatives • See www.perrigo.com/perrigo-diversity-and-inclusion
12	Responsible Consumption and Production	<ul style="list-style-type: none"> • See climate and water goals and metrics (pages 5-8) • See packaging sustainability goals & metrics (pages 9-10)
13	Climate Action	<ul style="list-style-type: none"> • See climate response and goals (page 5) • 1.3% GHG emission reduction from previous year (page 6) • TCFD Disclosure (page 30)



SASB Index

We have chosen to align our reporting to SASB's Household and Personal Care products sector, because we feel these indicators align the most closely with our overall business and the sustainability issues most material to our company. As with all of our reporting, our goal is to continuously improve our disclosures to SASB and related programs every year and provide best in class transparency.

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"> • 1.25 million cubic meters withdrawn (274 million gallons) • 3% withdrawn from regions with high or extremely high baseline water stress • See water section (pages 7-8)
CG-HP-140a.2 Water management risks, strategies and practices to mitigate those risks	<ul style="list-style-type: none"> • Water Risks (page 7)
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 24)
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: 66-79% • Sustainable Packaging (pages 9-10)
CG-HP-410a.2 Strategies to reduce the environmental impact of packaging throughout its lifecycle	<ul style="list-style-type: none"> • Sustainable Packaging (pages 9-10)
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"> • 1,334 metric tons directly sourced, 100% of which as RSPO certified Mass Balance • Sustainable Palm Oil (page 12) • RSPO Member Website
Topic: Activity Metric	
CG-HP-000.B Number of manufacturing facilities	<ul style="list-style-type: none"> • 13 manufacturing facilities, 49 total facilities under operational control

TCFD

We have been voluntarily reporting our climate impact to the CDP since 2018 and in our CSR report since 2013. The table below references where we provide the recommended disclosures for each TCFD recommendation. As with all our reporting, our goal is to continuously improve our disclosures and provide best in class transparency.

To see our latest CDP response visit: <https://www.cdp.net/en>.

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 • 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
Metrics & Targets	
Metrics used by the organization to assess climate related risks and opportunities	<ul style="list-style-type: none"> • Scope 1 emissions: 44,704 Metric tons of CO²-e • Scope 2 emissions: 77,451 Metric tons of CO²-e • Natural gas consumption: 240,936 mWh • Electricity consumption: 164,225 mWh • See climate section (pages 5-6) • 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 • See climate section (pages 5-6)



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