

Perrigo®



About this Report

Reporting Year 2022

Over the last few years, we have set a wide variety of ESG goals. Some of these, such as becoming Net-Zero by 2040 are still aspirational commitments, while others, such as packaging weight reduction or renewable electricity are measured as annual performance indicators. The purpose of this report is to provide transparent updates on our progress towards these goals for the designated reporting year. This report both complements, and is complemented by, the CDP, our Proxy Statement, and a variety of other ESG disclosures.

In addition to the 2022 updates, we have added several new features to the report this year. This includes, but is not limited to:

New data and boundary for greenhouse gas (GHG) emissions, renewable electricity data, more transparency on our DEI strategy, as well as showcasing new policies, such as our climate policy and climate transition strategy.

TABLE OF CONTENTS

Environmental (6-14)

- Climate
- Energy
- Water
- Packaging
- Palm Oil

Employees (15-23)

- Diversity, Equity & Inclusion
- Health and Wellness
- Safety
- Talent Management

Social (24-29)

- Community & Giving
- Human Rights
- Chemicals of Concern

Governance (30-32)

- Board and Risk Oversight
- Corporate Compliance

Index (33-36)

- UN Sustainable Development Goals
- SASB
- TCFD

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 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 a leading global provider of consumer self-care products and over-the-counter (OTC) health and wellness solutions that enhance individual well-being by empowering consumers to proactively prevent or treat conditions that can be self-managed. 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*. This vision embodies Perrigo’s heritage of supporting consumer 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.



Chairman of the Board – Orlando Ashford

Dear Perrigo Stakeholders,

Now two years into my tenure as Perrigo's Chairman of the Board, I continue to be energized by the strides the Company is taking to deliver on our environmental, social and governance (ESG) and sustainability objectives. Our progress has been consistent, even with business challenges brought about by an unprecedented nationwide shortage of infant formula, a war adversely affecting over 90 of our Ukrainian colleagues, and lingering post-pandemic supply chain challenges, to name a few. The Perrigo team performed well in 2022 and I am especially proud of the accomplishments the team has made with Sustainability and ESG.

In addition to making steady progress toward our renewable energy goal, we set a commitment to reach NetZero emissions by 2040. Meeting this aspirational goal will be challenging, but it also is critically important. It represents our commitment to be forward looking and enables our company to be a part of the solution to one of the most challenging global issues of our time.

I have also been impressed with Perrigo's progress in meeting our Diversity, Equity and Inclusion (DEI) objectives. As an example, we have increased the representation of women and people of color at the Board level from 20% to 36% in the last few years, while our executive-level diversity increased from 9% to 40%. As our DEI strategy continues to evolve, we are poised to better serve our diverse set of consumers while also fostering a culture of belonging for our global team.

While proud of our achievements, the Perrigo team remains focused on pushing progress in supply chain emissions, bolstering sustainability capabilities and introducing sustainable packaging options not available today. These goals are complex, but through teamwork and perseverance, I am confident we will be successful. I look forward to sharing our progress in the future.

Sincerely,

Orlando Ashford

Chairman of the Board of Directors



President & CEO – Patrick Lockwood-Taylor

Dear Perrigo Stakeholders,

I am honored to have joined Perrigo in 2023 as the new CEO. While new to the Company, I have known Perrigo for years, including its sustainability and ESG commitments and accomplishments. The Company has set aggressive yet achievable goals and has an inherent desire to do the right thing.

Coming into the organization, I was impressed by the work underway to help Perrigo meet commitments to the UN Sustainable Development Goals and the various ESG initiatives in which we participate. It is clear to me that ESG is a top priority, and this is not going to change. In fact, with the world warming at an unprecedented rate and more plastic than ever ending up in our oceans, the importance of sustainability programs will only intensify. The mounting global environmental concerns and the complexity of approaches to remediate them will further highlight the critical need for diverse, innovative and collaborative teams. To me, sustainability and ESG is not just a set of environmental and social initiatives, but a measuring stick for how forward looking and savvy a company operates.

Our environmental goals to become Net Zero by 2040 and create a circular economy represent an enormous challenge, as do our social goals to be a leader in DEI and address human rights abuses. However, we continue to make meaningful progress. This year's report highlights some of our recent accomplishments and notes the areas still receiving concentrated attention.

I am humbled and excited to work with such a great team, committed to making lives better by bringing quality, affordable self-care products that consumers trust everywhere they are sold.

Thank you,

Patrick Lockwood-Taylor

Chief Executive Officer



Sustainability & ESG Strategy at a Glance

ESG Goals that the Organization is Committed to:



Operations & Climate

1. Become Net Zero by 2040
2. Operate with 100% renewable electricity by 2026
3. 42% greenhouse gas (GHG) reduction by 2030
4. 10% reduction in energy, water & waste by 2026 (2020 baseline)



Packaging & Plastics

1. Achieve 80-100% recyclable, reusable, compostable packaging by 2025
2. Average 20-30% recycled content in packaging by 2025 (as permitted)
3. Setting and achieving annual packaging weight reduction goals



Supply Chain

1. Exclusive use of 100% sustainable palm oil (non-derivatives)
2. All paper packaging comes from a sustainable source
3. Engage key suppliers on climate, waste, materials & other ESG topics



People

1. Invest in and promote Diversity, Equity and Inclusion
2. Fight against modern slavery and promote human rights
3. Prioritize the health, safety and well-being of our global colleagues
4. Invest in the health, education and needs of local communities



2022 – Performance at a Glance

Environment

- 1.4% reduction in energy from 2020
- 1% reduction in water from 2020
- 4.3% increase in GHG emissions from 2020
- 67%/79% of packaging is recyclable (CSCI/CSCA)
- 580 metric tons of packaging material reduced
- 4 sites using 100% renewable electricity

Employees

- 36% Board diversity
- 48% global female total
- 23% U.S. people of color
- Total Recordable Rate of 1.1, below industry average
- Best and Brightest winner for 2022

Social

- \$5.1 million donated in cash and products
- 170 third-party ethical and social audits conducted

Governance

- Published new climate and human rights policies*
- Quarterly ESG updates with Perrigo Board's Nominations and Governance Committee
- ESG objectives established for all members of the executive Operating Committee (OC)

* Available on www.perrigo.com



Climate and Energy

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 is an integral part of our vision: “To make lives better by bringing quality, affordable Self-Care Products that consumers trust everywhere they are sold.”

Consistent with our vision and core values, we expect all colleagues to understand and make decisions that support our climate goals and sustainability commitments. In addition, we also endeavor to do business with companies, including those third parties involved in our supply chain, that share in this responsibility to mitigate their climate risks and environmental impacts.

For more details on our commitment or to review our new climate policy, visit:
www.perrigo.com.



Our Path to Net-Zero

We are committed to achieving net-zero greenhouse gas emissions by 2040. While this goal is highly challenging in a manufacturing environment, we are committed to pursuing it to the greatest extent possible. Our high-level strategy and plan to achieving net zero consists of, but is not limited to, the following:

- Using renewable energy throughout our value chain – starting with our goal to achieve 100% renewable electricity for our operations by 2026
- Reducing energy and greenhouse gas emissions throughout our value chain – starting with our goal to reduce scope 1 and 2 emissions by 42% by 2030, which is aligned with the Science Based Target Initiative
- Understanding, reducing and eliminating our scope 3 emissions – starting with our largest scope 3 impact: Purchased Goods and Services and coordinated supplier engagement
- Reducing the use and increasing the recyclability of our packaging – starting with our packaging sustainability goals on pages 12-13
- Supporting deforestation prevention – starting with our 100% sustainable palm oil and sustainable fiber goals on page 14
- Responsible and sustainable sourcing of our goods and services

We recognize the need to continually evaluate and improve our climate strategy and our team focuses on staying abreast of emerging information and requirements.



Climate Risks & Opportunities

Since 2017, climate change risk has been a part of Perrigo's annual enterprise risk assessment. The effects of climate change, such as extreme weather and biodiversity loss, have not been identified as a substantive area of risk for our business in the near term. However, energy and GHG reduction has been identified as a key opportunity in different aspects of our business. This includes improving operational efficiencies, reducing, or controlling costs and preparing for upcoming regulations. We also believe our climate commitments give us a competitive advantage with our customers and consumers and in attracting prospective talent.

For more information on board oversight of climate and risk, see Governance pages 30-32, our 2022 proxy statement on www.perrigo.com and or our annual CDP disclosure.



2022 Boundary and GHG Data Update

We had several substantial changes to our greenhouse gas emissions data. The largest change includes expanding our reporting boundaries to include all relevant and known scope 1 and scope 2 emissions. As a result of an updated internal inventory assessment and in addition to procured electricity and natural gas (our two largest sources by far), we are now including emissions from:

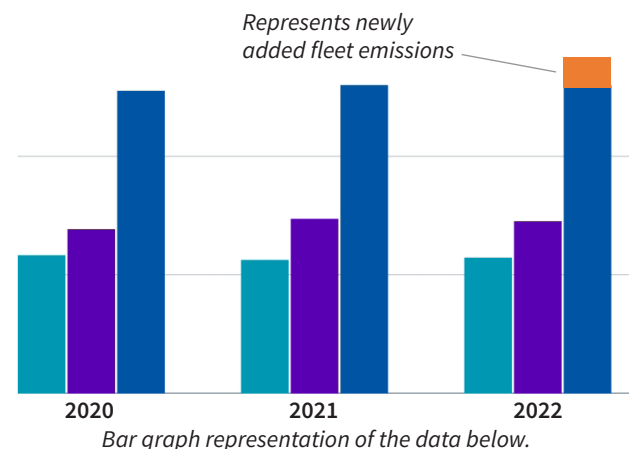
- Refrigerants
- Company fleet
- Leased office spaces

Perrigo maintains 13 owned manufacturing sites, including six in the U.S., five in mainland Europe and one each in the UK, Australia and China. Leased office spaces represent 44 of our 85 total facilities. Due to the high number of offices and the low impact relative to operations (approximately 3.5%) we apply an estimate to their emissions based on location and square footage.

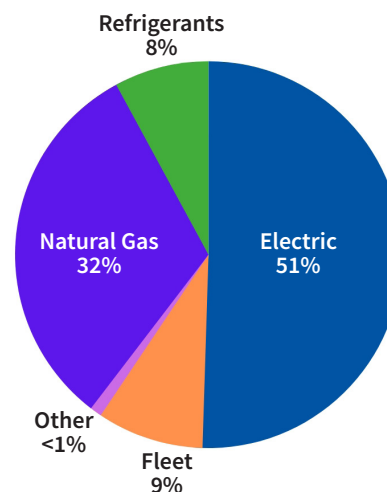
The 2020 baseline has been restated to include refrigerants and leased office spaces; however, fleet data was not included in the baseline due to a lack of accurate information for 2020. The fleet emissions will be separated in the comparative charts below for more accurate comparison.

Absolute company emissions in 2022 were 142,000 metric tons of CO₂ equivalent, an increase of 1.8% from 2020 (not including fleet). Despite the increase in renewable electricity and substantial GHG reductions in our European sites and small reduction in overall electricity use, our larger U.S.-based sites saw substantial emission increases. This was due to an unfavorable update in many GHG conversion factors within our U.S. sites, resulting in higher emissions for our purchased electricity than in previous years.

Given our growing increase in renewable electricity, we expect our GHG numbers to reduce significantly in the coming years, enabling us to accomplish our goal to reduce GHGs by 42% by 2030.



REGION	2020	2021	2022
SCOPE 1 (MTONS OF CO ² -E)	58,259	56,254	57,248
SCOPE 2 (MTONS OF CO ² -E)	69,229	73,604	72,537
TOTAL EMISSIONS (NO FLEET)	127,488	129,858	129,785
FLEET (MTONS OF CO ² -E)	-	-	12,559
TOTAL EMISSIONS (WITH FLEET)	127,488	129,858	142,344



SOURCE	% of EMISSIONS
ELECTRIC	51%
FLEET	9%
OTHER	<1%
NATURAL GAS	32%
REFRIGERANTS	8%

2022 Energy Update

Overall energy use increased slightly from the previous year but is still slightly down from the 2020 baseline. This is largely due to substantial production increases, notably in our Vermont and Ohio plants that produce infant formula. During the 2022 infant formula shortage crisis in the United States, these plants ran well beyond their standard production for most of the year. We expect this impact to not only continue into 2023, but potentially get more challenging as recent changes in FDA guidelines for infant formula manufacturing are likely to require increasing energy use.

Our 2022 percentage of renewable electricity increased to 9.3%. As of early 2023, six sites achieved 100% renewable electricity through a combination of onsite solar, power purchase agreements and renewable energy credits. While this didn't provide a substantial impact to our metrics in 2022, this should affect most of 2023 and be reflected in next year's reporting.

Notable 2022 energy projects and activities we expect to have a positive impact on energy and GHGs for 2023 include:

- New solar arrays in our UK and Austria plant
- New renewable electricity contracts for multiple sites, starting Jan 2023
- New energy efficient air compressors at Perrigo Michigan site
- Steam trap survey and repairs at Perrigo Michigan site

For more information on renewable and energy projects, see our annual CDP disclosure.

SCOPE 3 EMISSIONS

Unlike scope 1 and 2 emissions, which result from the company's direct manufacturing and business operations, scope 3 emissions are much broader and more complex. Scope 3 represents Greenhouse Gases that are emitted by others on behalf of the company, such as our suppliers, transportation and business travel. While scope 3 emissions are highly challenging to measure, they often represent most of a company's total GHG impact.

We are committed to understanding our scope 3 impact. We have conducted an initial analysis based upon total spend in late 2022 and have identified Purchased Goods and Services, Upstream Transport, and Product End of Life as our largest scope 3 impacts. We have engaged our top suppliers to better understand their maturity and behaviors relative to scope 3 emissions and we intend to use the information from this to build a mitigation strategy and potential goals throughout 2023.



RENEWABLE ELECTRICITY

2020	2021	2022
6.75%	6.74%	9.3%



ELECTRICITY (MWH)

2020	2021	2022
170,011	170,102	169,456



NATURAL GAS (MWH)

2020	2021	2022
254,409	242,062	248,992



TOTAL ENERGY (MWH)

2020	2021	2022
424,420	412,164	418,447

2022 Water Update

Water withdrawn totaled 291.8 million gallons for 2022. Like energy, this increased from the previous year but is slightly down from our 2020 baseline. Once again, production increases played a significant role in increased water usage, especially in our infant formula manufacturing. During the 2022 infant formula shortage in the United States, our plants ran well beyond their standard production for most of the year. We expect this impact to not only continue into 2023, but potentially get more challenging as recent FDA changes in guidelines for infant formula manufacturing are likely to require increased water use.

WATER STRATEGY & RISKS

We recognize water scarcity is a serious global concern that is likely to get worse. Additionally, the production of over-the-counter (OTC) self-care products and infant formula are more water intensive than most consumer goods due to the need for frequent cleaning. Due to this, we actively monitor our water consumption in all locations and pursue water reduction initiatives where appropriate. We have set a goal to reduce water by 10% by 2026, using 2020 as a baseline.

While water risk factors are taken into consideration for new sites and suppliers, we have not identified water as a substantive risk to our business in the near term. The majority of our plants operate in regions of lower to moderate levels of water stress as defined by the World Resource Institute (WRI). These regions include Michigan, Vermont and New York in the U.S., as well as the UK, France, Germany and Austria.

A notable exception is our plant in Belgium, which is considered a high-water stress region. The water withdrawn in this site represents approximately 3% of our total water withdrawn.



GALLONS OF WATER WITHDRAWN

2020: 294,777,399

2021: 274,053,725

2022: 291,816,208





GLOBAL UTILITY DATA

REGION	Mtons of CO2-e	Natural Gas (mWh)	Electricity (mWh)	Water (gallons)
CHINA	54	51.58	247	-
AUSTRALIA	889	351	1,215	1,862,67
EUROPE	15,912	10,046	15,814	28,889,355
UK AND IRELAND	1,838	7,309	8,942	5,703,217
UNITED STATES	123,651	231,831	143,413	255,360,957
GLOBAL	142,345	248,992	169,456	291,816,208



Packaging Sustainability

PROMOTING A CIRCULAR ECONOMY

As a fast-moving consumer goods company, packaging is core to our business and our products. As such, we are committed to promoting a circular economy and have set formal goals to:

- Improve consumer recyclability of our packaging
- Use more recycled content in our packaging
- Reduce packaging size and material usage through more efficient design

We have engaged customers and suppliers to convert problematic packaging, such as Polyvinyl Chloride (PVC) to a more recyclable option, remove metal and other unnecessary components that hinder recyclability, introduce post-consumer recycled content (PCR) and develop new types of packaging that contain more sustainable materials.

Even with our Consumer Self-Care Americas (CSCA) and Consumer Self-Care International (CSCI) segments having different packaging needs we implemented over 35 packaging projects in 2022 to reduce materials, introduce PCR and/or improve recyclability. We additionally reduced over 580 metric tons of virgin packaging material due to more efficient designs or addition of PCR.

CONSUMER SELF-CARE AMERICAS (CSCA)

Perrigo's CSCA portfolio consists of mostly store brand private label self-care products, including a wide variety of OTC medications, infant nutrition and oral care. While we are the largest store brand manufacturer of OTC drugs in the United States, we also have a growing branded business within CSCA.

2022 Goals & Performance Update

- Approximately 79% of packaging is recyclable* (target is 100%)
- <5% of packaging contains recycled content* (target is 20%)
- Reduced 308 metric tons worth of virgin packaging, more than double previous year
- 90%+ of paper cartons and labels have a sustainable forestry certification
- Hundreds of ongoing label submissions into How2Recycle

By the end of 2022, packaging recyclability was approximately 79%, remaining flat to the previous year. This was, in large part, expected due to the size and complexity of the remaining 21% of packaging. Most of these non-recyclable packaging, such as regulated OTC blister strips and laminate tubes, are not yet commercially available in a recyclable form and require long-term development and partnership with our value chain.

**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.*

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, vitamins, healthy lifestyle, oral care and digestive health.

2022 Goals & Performance Update

- Approximately 67% of packaging is recyclable (target is 80%)
- 3.5% of packaging contains recycled content (target is 30%)
- Reduced 273 metric tons worth of virgin packaging, almost 10 times the previous year
- 90%+ of directly purchased paper cartons and labels are certified through SFI, FSC or equivalent

By the end of 2022, packaging recyclability increased slightly to 67%. CSCI introduced a new data collection tool in 2022, significantly improving the packaging sustainability data for key categories. In addition, CSCI completed 24 different packaging projects, from adding PCR to key packages to replacing plastic shrink wrap with more sustainable options.

Key Risks and Challenges

The regulations impacting OTC and Nutritional packaging add challenges to our sustainability goals, including the FDA prohibiting the use of PCR content for human drugs in the United States*. Supply chain issues continuing into 2022 have made accessibility of recycled content more difficult to obtain in the volume needed.

Packages with multilayer materials as well as PVC, a problematic and unrecyclable plastic, remain an industry standard. This is due to their high moisture barrier and child resistance capabilities that allow us to meet regulations for blisters, strips, laminate tubes and other regulated pharmaceutical packages.

Recycling rules and criteria around recyclability in the U.S. continue to change and evolve, often requiring swift changes. The broad geographic reach of our CSCI business results in wide variances of regulation and recycling rules, adding complexity to centralized packaging governance.

As a result, CSCA's goal of utilizing 100% recyclable material by 2025 remains aspirational. However, we will continue to pursue this goal to the fullest extent possible. Additionally, we will exempt OTC plastics from our PCR goal, since these are not allowed by the FDA. Similarly, CSCI's goal for 30% PCR remains aspirational; however, CSCI's goal for 80% recyclability is still on track for 2025.

**See FDA Guidance for Container Closure Systems for Packaging Human Drugs (section III.C.1.b, Pg 1).*



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.

2022 Update

As reported in Perrigo's 2022 Annual Communication of Progress (ACOP) to the RSPO, Perrigo directly sourced 1,117 metric tons of Palm Oil, 100% of which was RSPO-certified Mass Balance or better. We additionally claimed RSPO credits to offset the 390 metric tons of calculated derivative usage in 2022.

Key Risks and Challenges

Derivatives continue to be our biggest challenge with Palm Oil. The supply complexity and variation of palm oil derivatives makes it challenging to identify in all areas of our business. Additionally, small individual usage and use within regulated products, like OTC medicines, make it additionally challenging to fully transition to certified palm in the short or mid-term.

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



RSPO- 4-1006-18-100-00





Employees

Diversity, Equity & Inclusion

Since 2019, we have taken intentional steps to foster diversity, equity, and inclusion throughout Perrigo. Our 2019-2022 DEI strategy focused on the three simple, yet meaningful, topics to drive our efforts. The progress associated with each strategic pillar is noted below.

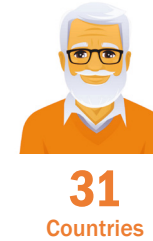
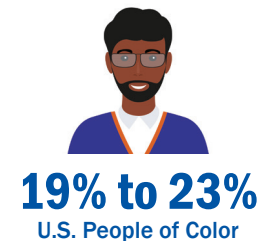
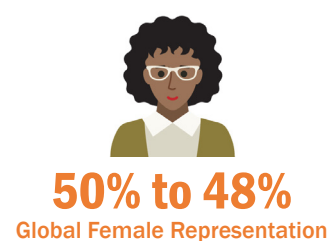
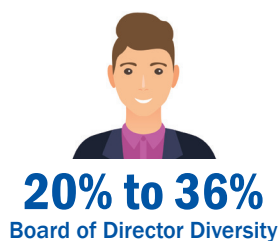
	AWARENESS & EDUCATION	TALENT STRATEGIES	GOVERNANCE
Our Focus	We create awareness and educate our workforce on our DEI strategy, initiatives, and concepts.	We strengthen our talent management practices through a lens of inclusion.	Through our DEI Committee, we create a governance structure and key metrics to establish our foundation and monitor progress.
Progress Highlights	<ul style="list-style-type: none"> • Strategy rolled out across 31 countries • New Culture Framework includes “Behaviors of Inclusion” and a new DEI competency • Personal storytelling linked to multiple dimensions of diversity • Self-paced DEI learning • DEI newsletters • “Inclusion Influencer Network” of senior leaders that bring DEI concepts to life across the organization • Unconscious Bias, Inclusive Leadership, and Advantage & Race learning opportunities 	<ul style="list-style-type: none"> • Global survey to understand the engagement and enablement levels of our colleagues • Partnered with new organizations to attract diverse applicant pool • Create awareness of bias that can occur in the hiring process and focus on “culture add” by attracting a candidate pool that will continue to diversify our workforce; moving away from “culture fit,” which can lead to a homogeneous workforce • Better represent DEI in our annual Talent Review & Succession Planning process 	<ul style="list-style-type: none"> • Established clear metrics aligned to our strategy • A global DEI policy and global anti-harassment/non-discrimination policy with training in 25 languages • “Conversations That Matter” led by top leaders • Core values updated to reflect DEI, including “curiosity” • Regularly engage with Perrigo’s Board of Directors to review progress against goals • Continued focus on driving equitable pay

Diversity Representation 2019-2022

Diversity representation matters because:

- Diversity helps us build better teams and better teams position us well to support the diverse consumers we serve
- Colleagues want and need to see others in and leading the organization that share similar lived experiences
- Research shows that diverse teams outperform less diverse teams, time and time again
- Diverse teams, when paired with inclusive behavior, will best position us to optimize and accelerate

DIVERSITY DATA



Our strengthened representation of women and people of color, along with our existing diversity, at the Board and Executive levels is positive. Perrigo's leadership continues to be well positioned to relate to the lived experiences of consumers and to guide our self-care strategy. We are proud that half of our global workforce identifies as female and even more proud of our progress to educate, inspire and grow females into leadership roles across the organization.

We are pleased to be making steady progress in further diversifying our workforce representation based on race/ethnicity. Most people of color identify with the Asian community, followed by Latino(a), and colleagues of African descent. Perrigo operates in 31 countries, and we speak over 25 languages. Cultural awareness and being able to work cross culturally are critical to our success as a global self-care organization.

WE ARE Perrigo®
Diversity, Equity & Inclusion

2023-2026 Diversity, Equity & Inclusion Strategy

Building a Winning Culture through Belonging

Ensuring all colleagues feel welcomed, valued, respected, and heard, and part of a thriving global community. Our 2023-2026 theme will focus on cultivating a culture of belonging. Belonging is the result of having a globally diverse workforce, intentional inclusion, and organizational policies and practices that drive equity.

Build Inclusive Mindsets	Manage Talent Equitably	Enable Leaders, Embed Accountability
<p>We will build upon DEI awareness to learn inclusive skills and mindsets and better equip leaders to speak about and act upon DEI initiatives.</p> <p>We will grow our DEI Champion model in partnership with our Culture Champions. We will work to reach as many colleagues as possible.</p>	<p>We will grow and nurture our newly formed Business Inclusion Groups and focus on sourcing talent that has shared experiences with the broad consumer base we serve.</p> <p>We will continue to strengthen organization systems and processes through a lens of inclusion.</p>	<p>We will further define what is expected of inclusive leaders, ensure shared understanding of DEI Metrics That Matter, and enable our business to utilize processes and systems to monitor progress.</p> <p>We will continue to engage with our Board of Directors and Executive level Operating Committee on DEI.</p>

OUR DEI LEADERS PAVING THE WAY



I continue to be inspired by the level of engagement and commitment to DEI by our Board of Directors, leadership team, and passionate colleagues from around the globe. Our report theme, “join us,” is rooted in our newest core value, “curiosity.” *Join us* by being less certain about what we know and believe to be true, and more curious. *Join us* in opening ourselves up to learn about the journey others have walked to open our own hearts and minds. And, most importantly, *join us* as we take time for self-care, to reflect and lean on each other when it matters most.

Join us!

Kolene Miller (she/her)

Director – DEI & Talent Acquisition Strategies



When I joined Perrigo in 2022, I knew I would be part of a global community committed to making all lives better. Six months into my role, I am confident we can accomplish this through a winning culture built on belonging. Every person deserves to work in a place that celebrates their strengths, recognizes their potential, and appreciates their identity and experiences. Our commitment to embracing diversity, promoting inclusion, and ensuring equitable outcomes will help us achieve that goal. Inclusion is everyone’s responsibility, and we fulfill it by appreciating our differences and staying curious. By doing so, we will continue to make lives better.

Join us!

Shavon Doyle-Holton (she/her)

Global DEI Strategy Lead

Health & Well-Being

As a leading consumer self-care company, the well-being of our people is an exceptionally important topic within Perrigo. The last few years have strengthened our focus on empowering our people's self-care journeys through six well-being dimensions (physical, emotional, financial, work-life, community, and educational).

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 occupational health and well-being offerings focused on whole-person initiatives, in addition to our on-site medical center, on-site and virtual dedicated counseling, 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 and locations where an employee may live.

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. 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 all U.S. colleagues and their medically insured spouses as they navigate their own self-care and well-being journeys. HEALTHYyou program offerings address the six dimensions of well-being. In 2023, the program added new features, such as engagement channels to allow those with similar interests to support each other; system-generated recommendations on topics, tips, articles, webinars, and more based on an individual's activities, well-being assessment and additional content offered monthly to educate, engage, and empower all colleagues. We are pleased that for the sixth year in a row, the HEALTHYyou well-being program was awarded the Best and Brightest in Wellness™ Award, which recognizes employers for quality and excellence in driving health awareness and promoting a culture of wellness within their workplace and community.



2022 Well-Being Highlights

- Showcased EAP resources to our leaders through webinars and other channels, to help them support the self-care and well-being of their teams
- In partnership with Allegan County, continued to offer Mental Health First Aid training to leaders (in-person in Michigan and a virtual to other U.S. sites)
- Drove mental health awareness globally in May with various communications and activities to practice mindfulness and overcome the stigma associated with mental health and treatments
- Hosted numerous financial and emotional well-being educational opportunities in the U.S.
- Distributed monthly communication targeted to U.S. colleagues focused on topics related to the six-dimensions of well-being and including information, webinar offerings, and resources to aid in self-care support
- Partnered with global Diversity, Equity & Inclusion team to highlight self-care resources related to DEI campaign messaging
- Assessed health plan offerings to identify plan design changes for 2023 that support the evolving needs of our colleagues and their families



Occupational Health and Safety

Perrigo ended 2022 with a Total Recordable Injury Rate (TRR) of 1.11. The global TRR rate went up slightly from 1.05 to 1.11 in 2022 with inclusion of all acquisitions and divestitures. In comparison to the pharmaceutical industry average TRR of 1.6, Perrigo continues to outperform in our industry on safety.

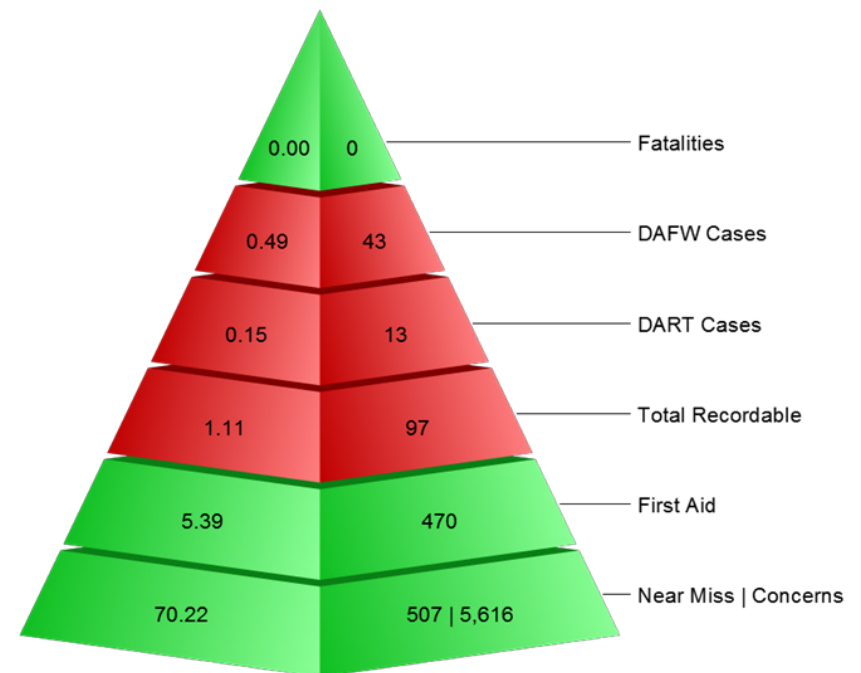
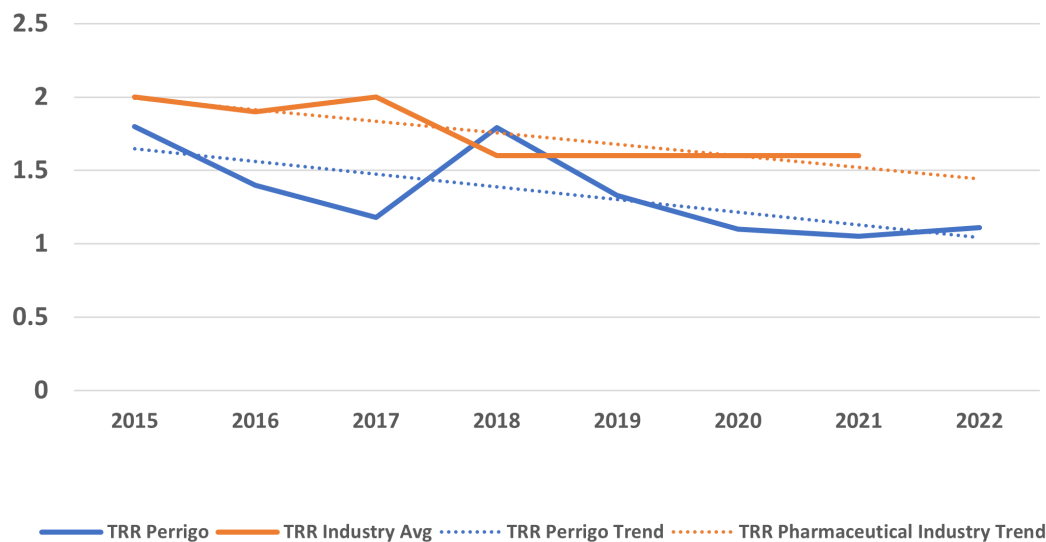
2022 Highlights

Perrigo has aggressive internal goals for health and safety. In 2022, our performance did not meet our internal targets for recordable cases, Days Away From Work (DAFW) cases and Days Away Restricted Time (DART) cases. Opportunities remain in preventing ergonomic injuries and we continue to expand ergonomic assessments and corrective actions in addition to proven early incident intervention activities to reduce severity.

Our colleagues continue to foster a safe work environment by raising concerns and reporting near misses. The introduction of the Perrigo Work System (PWS) in 2022 drove additional focus on reporting safety concerns at the production line level. This system is being rolled out to Perrigo's manufacturing facilities worldwide.

Work also continued on the identification of events with the potential to cause serious injury or fatality (SIF) and the implementation of control measures to mitigate the risks. Planning is underway to implement a human and organizational performance (HOP) process to address error likely situations.

TOTAL RECORDABLE RATE (TRR) TRENDS



Talent Management

In 2022, we completed our transformation from a healthcare company to a consumer self-care company, which allowed us to shift our focus to optimizing our organization and accelerating our performance.

At its core, our talent management philosophy is rooted in growing our collective capabilities by supporting colleagues to take ownership of their own development guided by their managers. By doing this well we can enable meaningful career development conversations. We focused on two enablers of a great career development conversation in 2022. The first was clarifying expectations and providing direction on future needs. The second was providing our people managers with better tools to provide guidance and support to their teams.

A meaningful result of those efforts is our ability to fill vacancies with internal talent. In 2022, more than 23% of our colleagues were promoted or moved laterally to other roles to seek new challenges and continue to deepen and broaden their experience. In addition to our internal progression and development, approximately 18% of our population at the end of the year was comprised of new hires. Our turnover rate ranks us at the 75th percentile for CPG companies of our size last year, according to the American Productivity & Quality Center (APQC).

With over 40% of our population new to role or promoted last year, we feel our current internal movements are at a healthy level that balances individual colleague growth and progression while retaining knowledge and skills to provide business continuity. Continuing to cultivate this balance will enable us to anticipate future organizational needs, develop our talent in the right way and attract skillsets needed to support a high-performing workforce able to deliver on Perrigo's strategic priorities.

Our focus for 2023 onwards is to continue bolstering our talent pipeline by fostering project-based opportunities to help our people develop in their current roles and prepare for roles in other parts of the organization.

CULTURAL FRAMEWORK

Last year, Perrigo conducted an in-depth analysis of our culture drivers and developed a refined culture framework to ensure we are defining and rewarding behaviors that help colleagues and Perrigo be successful. This framework also enables conversations between our colleagues and their manager about how we are living our culture and opportunities for personal and career development.

Since then, we have started the process of raising awareness at all levels in the organization of our culture framework and bringing it to life through our talent acquisition efforts and other communications. Creating a shared understanding both internally and externally about the behaviors that drive our success is important ongoing work for attracting and retaining talent and for developing the right talent for the future.



BETTER TOOLS AND SUPPORT

Improved Talent Spotting

We continue to broaden our focus on identifying talent deeper in the organization. This helps us to appropriately invest in rising stars and retain them. It is particularly important to be able to identify and retain diverse talent deep in the organization and develop strategies to help them progress through our talent pipeline.

Rising stars are individuals that demonstrate potential to be future leaders of the organization that receive targeted development and retention opportunities. The benefits of this focus area include deepening the bench of talent prepared to move up in the organization and increasing the diversity of our future senior leaders. We have retained nearly 90% of our rising star talent identified in 2021 and have grown that group since then, demonstrating the impact of focusing our attention on this group.

Leadership Development

Leadership in Action is our flagship leadership development program for leaders that demonstrate potential for advancement. The virtual classroom-based program provides our leaders with growth aspirations to raise their self-awareness, connect with each other and executives across the organization. Last year, we invested in more than 80 leaders in this nomination-only program from across our business.

We Learn & Grow

Perrigo is committed to nurturing an environment of continuous learning and improvement, by providing and expanding the talent management tools and self-development opportunities available to support our global team. The specific actions we focused on last year are built upon the foundation of our self-service GROWyou learning portal. GROWyou provides access to more than 13,000 curated online courses through LinkedIn Learning. Usage of LinkedIn learning continues to grow, with more than two-thirds of the organization currently active on the platform.

We also continue to offer a wide selection of live virtual personal effectiveness programs through the year covering topics such as Emotional Intelligence or 7 Habits of Highly Effective People, and career development courses such as Project Management.

Additionally, speakers brought in to contribute to our DEI campaigns help broaden understanding within our workforce of the many societal and other influences that impact our colleagues, and the positive contributions everyone can make to fostering an inclusive environment.



Community Engagement

As a philanthropic leader in the community, we strive to foster a culture that makes lives better, not only through our products, but through our actions.

We believe community engagement can directly benefit our associates by developing professional skills and networks, while also building morale. It can help ensure students and young adults are prepared appropriately to enter the work force and helps us find new talent.

In short, knowing that we've been an engaged contributor to a vibrant community is not only good for morale, but it's just good business.





The Perrigo Foundation

Established in 2000, the Perrigo Company Charitable Foundation is a private, nonprofit organization wholly funded by Perrigo Company plc. As the philanthropic arm of the company, the Perrigo Foundation supports initiatives that promote investments in the communities where Perrigo operates, as well as donation matching, scholarship programs, disaster relief, and charitable donations to incent associates to volunteer their own time.

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, and largely focused on the following strategic areas:



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

2022 PERRIGO GIVING

The Perrigo Foundation donated \$5.1 million in cash and product across the globe during 2022, with \$1.9 million in cash and \$3.25 million in products.

\$5.1 M

total donations

\$3.25 M

in products donated

\$1.88 M

total cash donations

\$186,500

employee match

\$595,600

education donations

\$327,261

health & selfcare donations

\$803,680

community well-being donations

284

grants awarded

Top Charities in 2022 by dollars donated:

- U Varsity - €75,000
- Alzheimer's Society - €50,000
- College Aware - €50,000
- ST Andrews Resource Center - €50,000
- American Red Cross - \$50,000
- MS Ireland - €40,000
- Junior Achievement, Great Lakes - \$35,000
- Allegan homeless Solutions - \$30,000
- Kids Food Basket - \$30,000
- Wings Home - \$25,000
- Wings of Hope Hospice - \$25,000
- CHPA - \$25,000
- Meals on Wheels West MI - \$25,000



Key Initiatives in 2022

- **Ukraine Employee Support:** Between employee donations and the Perrigo employee crisis relief fund, approximately \$93,000 in immediate aid was provided to the 93 employees affected by the war. This is in addition other financial, transportation, housing and other forms of support for employees and their families in need.
- **Disaster Relief:** Perrigo donated \$50,000 donation to the American Red Cross towards Hurricane Ian as well as hundreds of thousands of dollars in product donations for both Ian and the Ukraine.
- **Junior Achievement (JA) Biztown:** Perrigo performed a ribbon cutting for their new “storefront” in the JA Biztown. This Perrigo dedicated space has students involved with running a small site, while simulating what manufacturing looks like at Perrigo. The JA Biztown program aims to teach middle and high school students how business works through hands on projects and interactions.



COMMUNITY ACTIVISM AND VOLUNTEERISM

- **Caring for Communities (C4C):** As a way to encourage employees to volunteer, Perrigo's C4C program donated \$63,000 to those charities where employees donated 10 or more hours of their personal time and talent throughout the year.
- **Blood Drives:** Perrigo hosted and/or partnered to lead 18 blood drives throughout West Michigan in 2022, encouraging any able employee to participate.
- **Beach Cleaning:** On Wednesday, 24th of August, the volunteer team joined Flossie and the Beach Cleaners at Seapoint Beach in Monkstown, Dublin. Flossie is a young teenage girl who has set up this charitable organization focusing on beach cleaning and improving people's awareness of marine issues and influencing them to do better for the environment.
- **The Passage:** In June, two teams composed of Perrigo UK and Irish colleagues decided to face two massive climbing peaks in the Alps as a fundraiser for The Passage, a local charity providing support for the homeless or those at risk of becoming homeless.
- **Earth Day Challenge:** Earth Day Challenge: As an annual tradition on Earth Day, Perrigo colleagues are issued a challenge and friendly competition between sites to perform eco-friendly activities. 2022's challenge had over 360 participants totaling over 800 projects and activities.

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 colleagues of Perrigo globally, as well as our contractors, suppliers, and other third parties doing business on our behalf.

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.

2022 Program Update

Perrigo continued to exercise due diligence and annual monitoring throughout our supply chain per our Ethical & Social Compliance (E&SC) program. Perrigo conducted more than 170 third-party ethical/social audits, more than 50 supplier visits, and over 120 self-assessments of its supply chain in 2022. Sedex/ SMETA continued to be our most frequent and preferred audit protocol. These audits found no evidence of modern slavery, child labor or a related critical finding. Minor conformance issues that were identified were remediated per our corrective action process.

Perrigo's corporate E&SC team upgraded their Sedex membership in 2022, enabling the use of additional tools for assessing supply chain risks. Along with the requirements set forth by Perrigo U.K., additional suppliers and Perrigo's own manufacturing sites are expected to complete a self-assessment questionnaire (SAQ) on Sedex, the results of which allow Perrigo to properly assess our supply chain risks. Through training and on-site audits, Perrigo is able to mitigate risks identified through the SAQ. Sedex is the world's largest collaborative platform for companies to share responsible sourcing data and progress.

Perrigo also joined the Pharmaceutical Supply Chain Initiative (PSCI) in 2022 as an Associate Member. PSCI's purpose is to bring together members to define, establish, and promote responsible supply chain practices, human rights, environmental sustainability and responsible business. We communicate and adhere to the PSCI Principles for Responsible Supply Chain Management through our Code of Conduct and Supplier Ethical Standards. Membership in PSCI gives Perrigo additional insight into the global supply chain and provides industry specific risk mitigation tools and strategies.

In 2022, we made several enhancements to our E&SC program. New resources and process improvements improved the efficiency of our own manufacturing audits as well as our supplier monitoring audits. A project was initiated to expand our due diligence monitoring to include lower risk suppliers which were previously considered exempt. We updated our Supplier Ethical Standards to ensure our expectations of our suppliers meet or exceed those of our customers and applicable regulations.

We continue to expand our due diligence monitoring and engage with even more suppliers. Improved supplier communication channels will be developed to keep our business partners up to date with our E&SC expectations and to gain insight into their Human Rights strategies. Training will be updated and expanded to include Perrigo personnel in additional areas of our operations.

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



Chemicals of Concern

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 generate safety data sheets and perform the associated analysis against state, national and international regulatory lists. This allows us to proactively verify that our products meet standards for the lowest possible level and initiate internal discussions for any areas of concern.

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



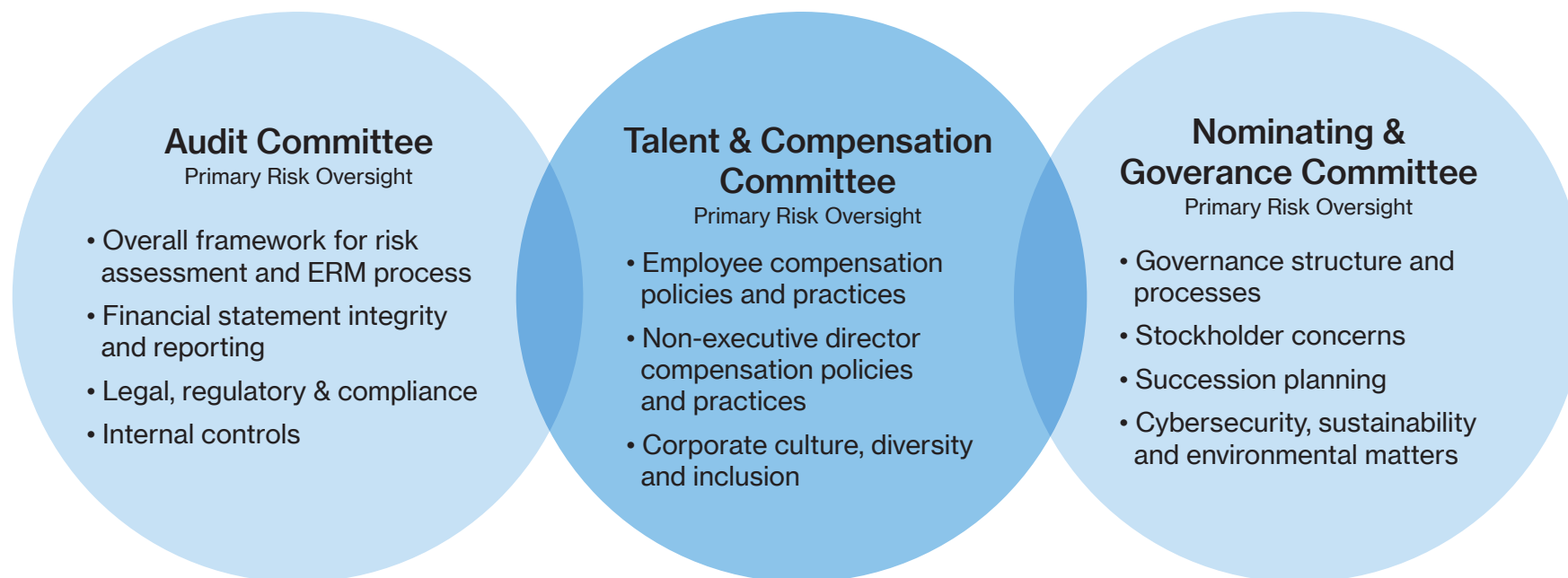
Governance

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.



Governance



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 Patrick Lockwood-Taylor, along with other company leaders, regularly consult and inform the board about the state, 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.

2022 Update

An ESG update was provided at all four Nominating and Governance Committee meetings during 2022 by the Vice President of Sustainability and ESG, as well as an ESG update to the full board in August 2022. This is in addition to the three ESG strategy meetings with the Operating Committee (OC) and a multitude of update meetings with individual members of the OC.

Compliance & Ethics

With over 135 years in business, we are proud of our heritage and actively protect it by continuously embedding compliance and ethics in our structure. Central to Perrigo's Global Compliance and Ethics Program is the adherence to our Core Values: Integrity, Respect, Responsibility and Curiosity. These values are supported within Perrigo's Code of Conduct, and we require all Perrigo employees to complete annual training on the Code to reinforce awareness and adoption of our Core Values, and our overall culture of compliance.

The Compliance and Ethics Program is driven by the Global Compliance & Privacy Team and supported by the Board of Directors, the Audit Committee and the Corporate Compliance Committee. The program empowers 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 our Core Values
- Protecting the Company's reputation
- Providing avenues for anyone to safely raise potential concerns and issues
- Ensuring that personnel understand their individual accountability in raising issues of non-compliance
- Detecting risk and preventing non-compliance



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



Index: United Nations – Sustainable Development Goals

Goal #	SDG Goal	Perrigo 2022 Response and Disclosure
3	Good Health & Well-Being	<ul style="list-style-type: none"> • \$327,000 in healthcare donations (page 26) • \$3.25 million in product donations (page 26) • Company core business model (page 1) • Wellness and safety metrics (pages 19-21)
4	Quality Education	<ul style="list-style-type: none"> • \$595,600 in education-related donations (page 26) • Volunteerism and JA Biztown Key Initiative (pages 25-27)
5 & 10	Gender Equality & Reduced Inequalities	<ul style="list-style-type: none"> • 48% female representation (page 17) • 23% US People of Color Representation (page 17) • 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, energy and water goals & metrics (pages 7-11) • See packaging sustainability goals & metrics (pages 12-13)
13	Climate Action	<ul style="list-style-type: none"> • See climate response and goals (page 7) • <1% GHG emission reduction from previous year (pages 8-9) • TCFD Disclosure (page 35) • See Perrigo CDP Disclosure



SASB Index

SASB Ref Code & Accounting Metric	Response/Location
Topic: Water Management	
CG-HP-140a.1 Total water withdrawn and percentage in regions	<ul style="list-style-type: none"> 1.1 million cubic meters withdrawn (292 million gallons) 3.5% withdrawn from regions with high or extremely high baseline water stresswater stress See water section (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 29)
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 12-13)
CG-HP-410a.2 Strategies to reduce the environmental impact of packaging throughout its lifecycle	<ul style="list-style-type: none"> Sustainable Packaging (pages 12-13)
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"> 1,117 metric tons directly sourced, 100% of which as RSPO certified Mass Balance Sustainable Palm Oil (page 14) RSPO Member Website
Topic: Activity Metric	
CG-HP-000.B Number of manufacturing facilities	<ul style="list-style-type: none"> 13 manufacturing sites, 85 total facilities, including 44 leased office spaces (page 8)

TCFD

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 2022 Proxy, page 5+ See CDP climate report section C
Management's role in assessing and managing 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 C
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 section C
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 C 2022 Proxy, page 5+
Metrics & Targets	
Metrics used by the organization to assess climate related risks and opportunities	<ul style="list-style-type: none"> Scope 1 emissions: 57,248 Metric tons of CO₂e Scope 2 emissions: 72,537 Metric tons of CO₂e Natural gas consumption: 248,992 mWh Electricity consumption: 169,456 mWh See climate section (pages 6-9) See CDP climate report section C
Climate related targets and goals	<ul style="list-style-type: none"> 2020 to 2026: 10% reduction in energy 2020 to 2030: 42% reduction in Scope 1 and 2 GHG To become Net Zero by 2040 See CDP climate report section C See climate section (pages 6-9)



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

Corporate Headquarters
The Sharp Building • Hogan Place • Dublin 2, Ireland
www.perrigo.com