

Table of Contents

1. PURPOSE	1
2. SCOPE	1
3. PROMOTING BELONGING AND INCLUSION	2
4. BELONGING AND INCLUSION GUIDING PRINCIPLES	2
5. INCLUSIVE BEHAVIOR	2
6. REPORTING CONCERNs	3
7. RELATED DOCUMENTS	3
8. VERSION CONTROL	3

1. PURPOSE

The purpose of this Belonging and Inclusion Policy (“Policy”) is to set clear expectations about Perrigo’s commitment to cultivating and preserving a workplace culture that recognizes and respects the unique characteristics and abilities of all individuals to ensure that all colleagues feel welcomed, engaged, valued, and respected.

This Policy seeks to achieve its Purpose by prioritizing topics that are relevant globally, including without limitation, communication styles, education levels, work styles, work experience, personality preferences, life experience, and cultural influences.

2. SCOPE

This Policy applies to all Perrigo Personnel (“Personnel”), including employees (“colleagues” or “associates”), temporary employees, contractors, consultants, operating groups, and subsidiaries worldwide.

Perrigo’s Belonging and Inclusion (“B&I”) initiatives apply to, but are not limited to, policies and practices related to recruitment and selection, compensation, professional development, promotions, transfers, social programs, layoffs, separations, marketing practices, supplier and customer partnerships, community engagements, and the ongoing development of a discrimination and harassment-free workplace culture built on belonging and inclusion

Consistent with Perrigo’s Code of Conduct, geopolitically based conflict, such as conflict between countries and/or conflict rooted in politics, are not within the scope of this Policy. Perrigo’s B&I initiatives are not intended to limit Personnel’s ability to participate in the political process. In fact, Perrigo encourages Personnel to exercise their rights to participate in the political process, and it is important that they do so as individuals, without suggesting Perrigo’s support, in a responsible manner and in compliance with all applicable laws. Please access the Code of Conduct (link in section 7 below) for more information regarding political activity.

3. PROMOTING BELONGING AND INCLUSION

Perrigo's Core Behaviors Framework and its Code of Conduct establish the standard for how our colleagues should interact with each other: We Care Deeply, We Do the Right Thing, and We Play to Win. Individual colleague differences, life experiences, knowledge, inventiveness, self-expression, and unique abilities and talents shape Perrigo's culture, make it an employer of choice, and strengthen its ability to connect with the equally diverse consumers it serves.

Perrigo is committed to providing a welcoming and inclusive work environment and does not tolerate discrimination on the basis of race, ethnicity, color, age, sex, sexual orientation, religion, national origin, citizenship status, genetic information, height, weight, disability, marital status, veteran status, gender identity, gender expression, or other legally protected characteristics.

Perrigo also focuses on belonging and inclusion by working to identify and remove barriers and provide access to opportunities in the workplace for as many colleagues as possible.

4. BELONGING AND INCLUSION GUIDING PRINCIPLES

	Workforce	We desire to employ a highly engaged, skilled, and performance-focused workforce that understands the diverse consumers we serve around the world.
	Workplace	We will cultivate and preserve a culture that embraces all colleagues and their unique characteristics and abilities and promotes belonging and inclusion, which strengthens Perrigo's position as an employer of choice.
	Leadership	We are committed to attracting and developing leaders who have the knowledge, skills, and ability to inclusively lead a diverse workforce.
	Consumers	We are committed to understanding and supporting the unique needs of the diverse consumers we serve.
	Suppliers	We will actively seek partner organizations that share Perrigo's values and operate with integrity and respect in alignment with our Supplier Ethical Standards.
	Community	We are committed to the communities in which we do business and desire to demonstrate that commitment through involvement and support, where possible.

5. INCLUSIVE BEHAVIOR

All Perrigo colleagues are expected to treat each other with dignity and respect and to engage in inclusive behavior in and outside of work, including at Perrigo-sponsored and attended events. Inclusive behavior can be demonstrated by the following:

- Collaboration – actively collaborates, shares honest perspectives for the benefit of the business, and demonstrates teamwork.
- Open-mindedness – actively seeks other's perspectives, listens to views different than own and is curious about the journey of others.
- Self-awareness – aware of one's own perception, behaviors, and actions and how they both impact and are being received by others.
- Accountability – acknowledge the thoughts and feelings of others and demonstrate vulnerability by

- admitting mistakes and righting wrongs.
- Cultural Awareness – actively considers cultural differences and similarities and is willing to modify individual behavior to work effectively with others, especially in cross cultural settings.

6. REPORTING CONCERNS

Colleagues who are aware of violations of this Policy or believe they have been subjected to illegal discrimination, harassment, or retaliation can report such violations and concerns to a leader, Human Resources representative, or through the Ethics Hotline, Perrigo's confidential third-party administered complaint hotline, at EthicsHotline.Perrigo.com.

Perrigo will investigate suspected violations of this Policy. Violations of this Policy may result in disciplinary action, up to and including separation of employment or contract.

7. RELATED DOCUMENTS

Please refer to Inside Perrigo ([Global Policies](#)) for the following related policies:

- Code of Conduct
- Global Anti-Harassment and Non-Discrimination Policy
- Whistleblower Policy
- Supplier Ethical Standards
- Social Media Guidelines

Reference Perrigo's Belonging and Inclusion page - [Link](#)

Reference Perrigo's Core Values & Behaviors Framework - [Link](#)

8. VERSION CONTROL

VERSION NO.	VERSION 2.0
DEPARTMENT	Human Resources / Organizational Development, Learning, Belonging & Inclusion
APPROVED BY	Risk Management Committee (RMC)
REVIEW DATE	21 August 2025
EFFECTIVE DATE	3 September 2025