

Sustainable Self-Care

Perrigo 2020 Corporate Social Responsibility Report



Perrigo[®]



A Message from our CEO



Perrigo Company is midway through its transformation to a consumer self-care company. We expected 2020 to be busy as we continued against our new strategy and continued to pursue growth targets. However, we did not expect the world to be tilted on its axis by a global pandemic or social unrest disrupting communities around the world. During this crisis, I have developed a deeper appreciation of Perrigo's dedicated and talented workforce and have witnessed numerous examples of courage, dedication, and caring for each other and for our communities.

The efforts of our colleagues are among the many reasons I feel fortunate to be Perrigo's President and Chief Executive Officer. Our consumer self-care business model is genuinely and uniquely well-positioned to support providers and consumers faced with unprecedented healthcare challenges. As a company operating in a critical industry at a critical time in history, we have risen to the challenge to keep our products flowing, with an intense focus on keeping our people as safe as possible.

While this year's Corporate Social Responsibility report will only touch on the company's initial response for COVID-19, it will cover our sharp increase in focus on sustainability. From plastic packaging to climate change, sustainability has been identified as one of Perrigo's top business enablers, and we are excited to further differentiate ourselves in this area. Also new this year, is our adoption of the United Nations Sustainable Development Goals, which I believe is an excellent framework to guide companies in making the most positive impact. Additionally, the report highlights our social impact, including the progress made against our Diversity and Inclusion strategy, which was identified as a top priority for the company starting in 2019 and particularly relevant in recent months.

Perrigo's vision is – "To make lives better, by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold." As this vision becomes the basis for everything we do at Perrigo, the general concept of self-care is already rooted in sustainability and corporate citizenship. While there is a long way we all have to go to be truly sustainable, I'm proud to say Perrigo is both committed and capable to see it through.

Murray S. Kessler

President & CEO

Please note: The majority of the pictures in this report were taken from 2019, prior to the COVID-19 pandemic.



Self-Care Transformation

Perrigo Company began a journey in 2019 to transform into a consumer self-care company. There are several reasons why expanding our position in the self-care space makes sense. One primary driver is the fact that Perrigo is already a self-care provider at its core. Our private label and branded products empower millions of consumers across the globe to support their own well-being and have done so for more than a century.

Equally as important are the shifting consumer preferences toward self-care, which advance Perrigo’s strategy and leverage our core business to help ensure that consumers do not have to choose between quality and cost. As the COVID-19 pandemic has only helped to amplify, the trend for consumers around the globe to take control of their own health and wellness is increasing, as they rely less on traditional healthcare providers.

As a major first step in our transformation, we established a new company vision – “To make lives better, by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold.” We also created clarity for our organization around our self-care strategy and took several positive actions to refine our business and product portfolio. The actions taken thus far and our strategic goals for the future continue to be supported by our commitments to conduct business with integrity and be a good corporate citizen. **Social and environmental responsibility is at the core of these commitments, and an indisputable factor for long-term financial success.**

To fulfill our vision to make lives better, our products must be high quality and safe. They must be affordable and accessible, yet still produced in a responsible and sustainable manner. **For Perrigo to grow and succeed, we must not only be making lives better but must also ensure we are holding ourselves accountable to our environmental and social responsibilities.**

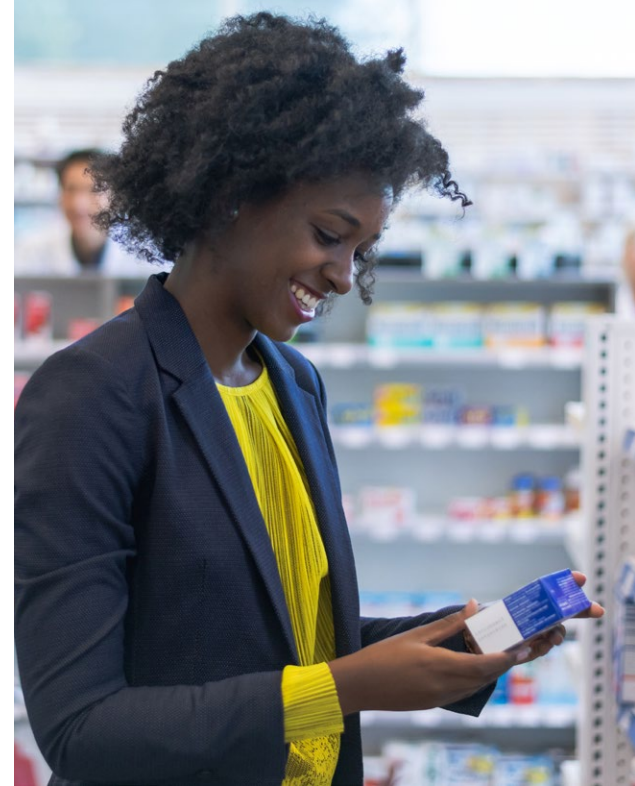


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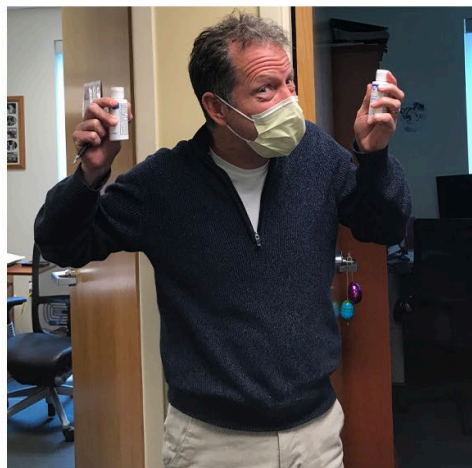
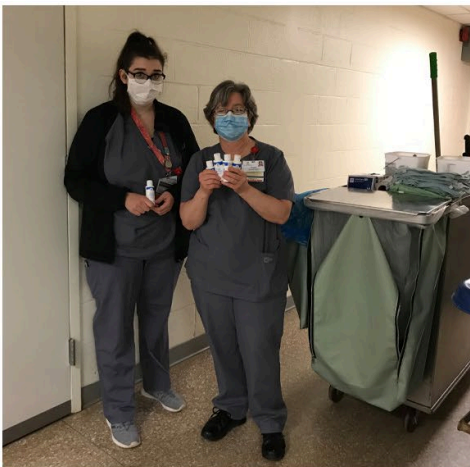
Response to COVID-19 & Racial Equality

At the time of writing this report, the COVID-19 pandemic is widespread, adversely impacting the global community, as is social unrest caused by racial inequality. Perhaps more important than ever before, we all must unite as a society to ensure our collective success and well-being.

We have committed ourselves to leveraging our business and the Perrigo Company Charitable Foundation to support our people and communities to minimize the impact of COVID-19, both through donations of hand sanitizer and nutritional drinks, as well as added protections for our colleagues.

While the racial divide cannot be as quickly tackled, we are mobilizing as an organization to stand united in the desire to help end inequality and discrimination, which is highlighted on our diversity page.

We encourage you to visit www.perrigo.com for the latest updates and our response to 2020 activities.



2020 COVID-19 Response – Wave 1

From the initial shortage of hand sanitizer, to local outcries of food insecurity caused by school shutdowns and stay-at-home orders, Perrigo was an early responder to react to local and international needs. We knew we had a responsibility and capability to help, so we shifted the manufacturing priority away from higher profit products to focus on those items we knew society needed.

Product and Cash Donations

At the news of a mass shortage of hand sanitizer, Perrigo quickly developed a formula and started producing it in our New York facility. Within a few weeks, we donated hundreds of thousands of units of hand sanitizer, nutritional drinks, toothbrushes, thermometers, medical kits, and more in multiple countries around the world. Over 400,000 units of our hand cleanser Alcolgel was also sold at cost throughout Europe.

In addition to the more than \$1 million in product donated in April, the Perrigo Foundation donated over \$600,000 in cash to support blood drives and local food charities.



Associate Protections and Support

Our top priority has been, and continues to be, the safety of our associates. We have implemented measures to protect our on-site essential colleagues, while asking those who can safely work from home to do so. Health assessments, deep-cleaning protocols, and other precautions were immediately implemented for associates on-site.

As a thank you to their bravery and commitment, Perrigo President and CEO Murray Kessler, along with the Board of Directors, issued a special cash bonus for those of us working on-site to keep our products flowing.

Perrigo Michigan sites were additionally highlighted by Lakeshore Advantage, a west Michigan economic development firm, for our support of employees and local businesses.





Our Approach to Corporate Responsibility

While financial performance is important, we believe that how profits are made is a critical indicator of a company's future success. It is for this reason that Perrigo's Corporate Responsibility strategy is based on a Triple Bottom Line – the balance of our People, the Planet, and our Financial Performance. "Responsibility" is more than just one of our core values. It also serves as the core of our commitment to be a good corporate citizen.

This report is intended to provide an update on these strategic areas and highlight 2019 actions related to our social and environmental commitments, employee engagement, diversity and inclusion, community outreach, and human rights.

We encourage you to visit www.perrigo.com for the latest updates and our response to 2020 activities, including our response to the pandemic.

Please note: The majority of the pictures in this report were taken from 2019, prior to the COVID-19 pandemic.



THE UNITED NATIONS

Sustainable Development Goals



Sustainable Development Goals

In January 2016, the United Nations unveiled their 2030 Agenda for Sustainable Development and introduced the world to their 17

Sustainable Development Goals (SDGs). These goals aim to create equitable, just and sustainable societies by eradicating hunger and poverty, promoting education and good health, empowering women and girls, protecting the environment and promoting the responsible use of natural resources.

I have been a fan of the SDGs since their inception. These goals not only represent a framework to make the world a better place for all, but a challenge to all organizations around the world to do their part and genuinely adopt as many of these goals as makes sense for them. This is a challenge Perrigo is willing to meet, and a challenge for which I am proud to be the champion and executive sponsor.

Whether through our focused giving efforts, our goals to reduce greenhouse gas emissions, or simply our business model and company vision, Perrigo has been informally aligned with the SDGs for years. However, by formally adopting key SDGs, it brings us one step further in supporting our vision – “To make lives better, by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold.”

Svend Andersen

Executive Vice President

President of Perrigo Consumer Self-Care International



Perrigo is committed to making advancements towards Sustainable Development Goals. In this section, we have highlighted areas of focus and amelioration. For more context on the UN SDG, visit: www.un.org/sustainabledevelopment.



Good Health and Well-Being

As a global consumer self-care company, this goal is at the core of our business. Perrigo develops thousands of affordable products that enhance health and well-being, such as nutritional products, diabetes care, and nicotine replacement (supporting SDG goals 3.2, 3.4, and 3.5).

However, the core of the SDG is about challenging a company to do more, so we challenged ourselves to go beyond leveraging the inherent social benefits of our business model. Two examples include:

- **Cash and Product Donations - (supporting goals 3.8 and 3.C)** – \$867,000 in cash and \$1.5 million in product were donated globally last year for healthcare. See pages 28 & 29 for details.
- **Employee Wellness and Safety (supporting goals 3.4 and 3.5)** – Includes formal wellness programs, tobacco-free campuses, and acknowledgement. See pages 21-23 for details.



Quality Education

Due to the heavy reliance on Science, Technology, Engineering, and Math (STEM) within our industry and company, goal 4 is a natural fit for Perrigo. Our passion for education, however, extends well beyond just STEM. Key programs include:

- **Cash Donations (supporting targets 4.1- 4.6)** – \$1.35 million in cash was donated globally last year specific to quality education, including \$347,000 in scholarships. See pages 28 & 29 for details.
- **Volunteerism & youth mentorship (supporting targets 4.3, 4.4, 4.7)** – Partnerships with local schools and nonprofits has created several unique, impactful Perrigo programs. See pages 30 & 31 for details.



Addressing Inequalities

Perrigo does not tolerate any form of discrimination and believes a healthy company means investing in its diverse talent. Our leadership is passionate about providing opportunities to recruit and develop diverse talent, as well as celebrating their achievements. Key programs include:

- **Metrics and Reporting (supporting 10.3)** – People of color was added to our metrics this year, among others. See page 20 for details.
- **Focus on Women (FOW) Initiative (supporting targets 5.5, 5.B)** – Women comprise 49% of our global workforce. See page 20 for details.
- **Supply Chain Engagement** – Perrigo's Supplier Code of Conduct prohibits discrimination of any form, and our Ethical & Social Compliance program audits factories in higher risk countries. See pages 25 & 26 for details.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Responsible Consumption and Production

To ensure our self-care products are safe, high quality, and affordable, Perrigo operations must focus on efficient manufacturing, with a close eye on conservation and waste reduction. This was formally acknowledged in 2016, when Perrigo implemented the Environmental Stewardship Program.

Two examples include:

- **Environmental Stewardship Program (supporting targets 12.2, 12.5 and 12.6)** – Perrigo set a goal in 2015 to reduce energy, water, and waste by 15% by 2020. See pages 10-13 for details.
- **Sustainable Palm Oil (supporting targets 12.2 and 12.6)** – Perrigo is committed to the sourcing of Certified Sustainable Palm Oil. See pages 16 for details.

13 CLIMATE ACTION



Climate Action

Perrigo recognizes that global warming and the associated climate change is a critical global issue, and we have created programs to understand and reduce our impact. Two examples include:

- **Environmental Stewardship program (supporting targets 13.2 and 13.3)** – Perrigo set a goal in 2015 to reduce greenhouse gas emissions by 15% by 2020. See pages 10-13 for details.
- **Partnership and Reporting** – Perrigo participates with the CDP for carbon reporting, and is actively disclosing and partnering with Walmart on the Project Gigaton initiative.



Sustainability





Our Approach to Sustainability and the Environment

As indicated with UN Sustainable Development Goals, Perrigo is committed to not only manufacture our products responsibly but also to minimize our impact on the climate. In addition to setting internal goals and objectives, Perrigo voluntarily participates in supply chain reporting for the CDP (formerly the Carbon Disclosure Project), as well as Project Gigaton.

While Perrigo has always respected the environment and sought efficiency with natural resources, we formalized our commitment to sustainability in 2015 by establishing the Environmental Stewardship Program (ESP), which continues to build momentum and evolve.

The company's sustainability strategy is separated into three components:

- 1. Sustainable Operations** – Focuses on reducing greenhouse gas emissions, energy, water, and waste at all Perrigo-controlled operations.
- 2. Sustainable Products** – Focuses on packaging and select materials, such as setting goals to reduce packaging material weight, improve recyclability, and use recycled content for our packaging.
- 3. Sustainable Supply Chain** – Focuses on responsible and sustainable sourcing, such as using only Sustainable Palm Oil and paper packaging from sustainable sources.





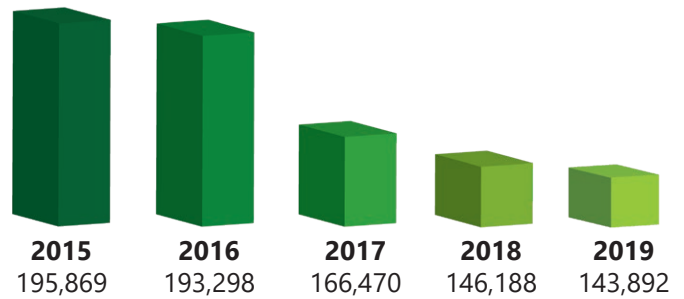
Sustainable Operations

Our sustainable operations strategy focuses on minimizing our impact on the environment by consuming fewer natural resources and generating less waste. We track and measure our greenhouse gas (GHG) emissions, energy usage, water consumption, total waste and recycling for each Perrigo-owned site around the globe. This year's report includes data from approximately 75 facilities. Consistent with our practice to include new facilities in the first full year after acquiring them, our Oral Health facilities will be reflected in our next report, along with our five European plants obtained through the Omega Pharma acquisition, a previously noted exception.



Using 2015 data as a baseline, Perrigo set the corporate goal to reduce the GHG emissions, energy, water, and waste by 15% by 2020.

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



In 2019 Perrigo saw a slight improvement in GHG from 2018, with a reduction of 646 metric tons of CO²-e, or .5%. This represents a total reduction of 22% in company-wide absolute CO²-e since 2015, despite significant production increases and expansions. We continue to exceed our 15% reduction goal.

Similar to last year, key contributors for this reduction continue to be favorable GHG conversion factors from procured electricity and an overall reduction in energy due to the execution of various energy efficiency projects and execution of our steam trap and compressed air auditing program.

As the current strategy expires in December 2020, we are in the process of refreshing our climate strategy with a 2025 focus and considering the inclusion of new topics such as renewable energy, Scope 3 and emissions of key suppliers.



Climate Greenhouse Gas and Energy

Greenhouse gases (GHG) are those gases that absorb infrared radiation, thereby trapping and holding heat in our atmosphere. The most prominent GHG is carbon dioxide, which is released through the burning of fossil fuels we use to power our homes, vehicles and factories. Therefore, energy use and GHG go hand in hand, particularly the volume and types of energy used.

The warming of the Earth's climate and the unwelcome changes it is rapidly creating is a complicated, yet imminent issue facing our global population. While Perrigo's industry is not known to be heavy in CO² emissions, mitigating this impact remains a key priority for the Environmental Stewardship Program.

* Data on pages 11 & 12 includes Perrigo-owned facilities and leased facilities where direct manufacturing occurs. This information has been and will again be restated due to acquisitions, divestitures, or the availability of more accurate information.



Water

Like GHG and energy, water consumption was favorable in 2019 with a 12% reduction, or 39,406,338 gallons, in water withdrawn from 2018. When compared to our 2015 baseline, this represents an approximate 8% reduction.

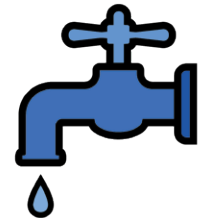
Perrigo Vermont in particular stood out in 2019. By implementing projects to regulate and reduce their water flow rate to various equipment, and to replace solenoids for water cooling, they were able to reduce their water consumption by 12% in total, even with a 3% increase in production volume from last year.

As mentioned in last year's report, despite the favorable reduction in 2019, the facility expansions and production increases at certain Perrigo facilities challenge our ability to achieve the 15% absolute water reduction needed to achieve our 2020 reduction goal.

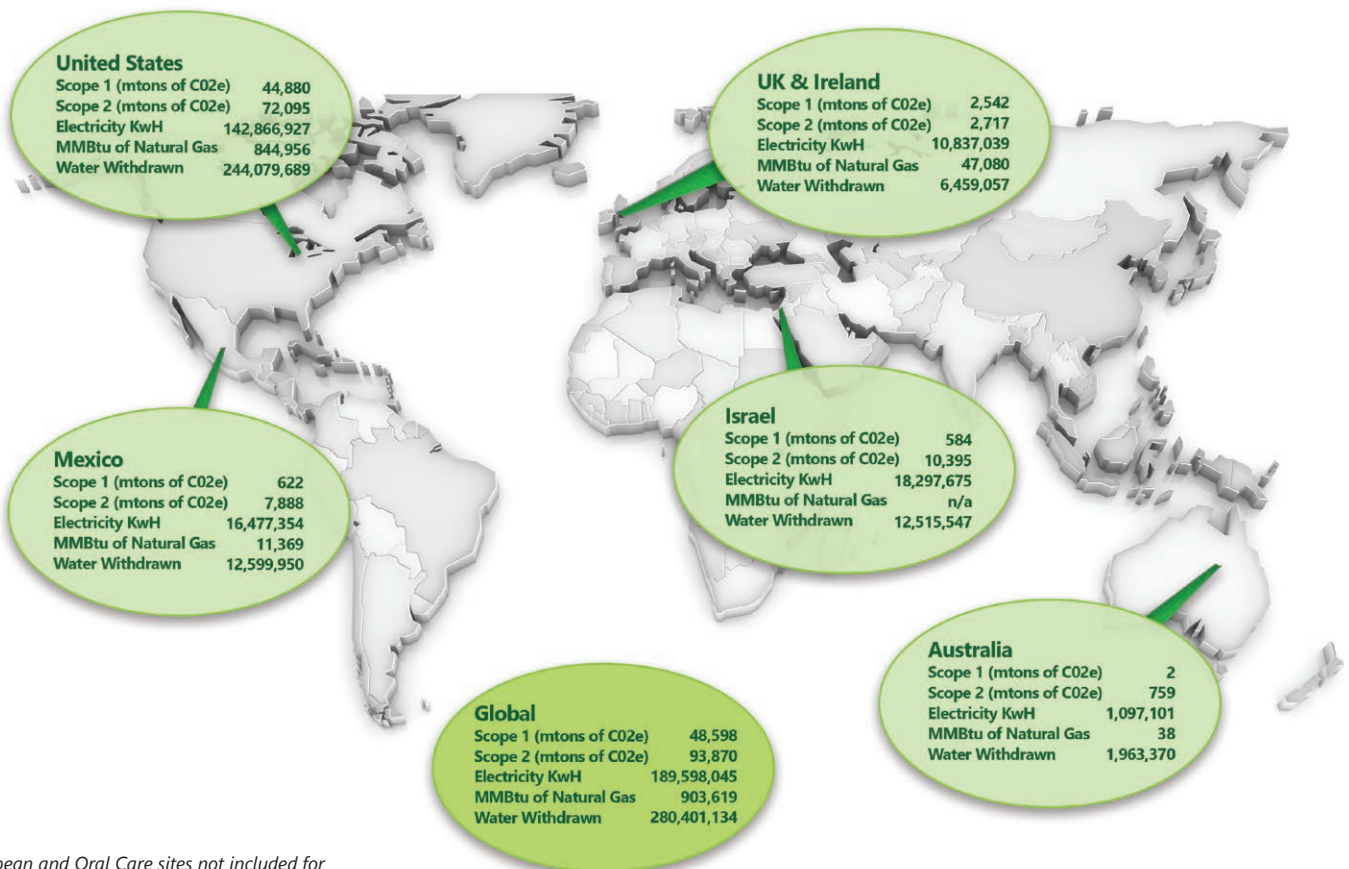
As the current strategy expires in December 2020, we are in the process of refreshing our water strategy with a 2025 focus that will likely include another aggressive reduction target, as well as provide data normalization, such as water usage by unit produced, to provide greater clarity on our performance.

Year - Gallons of Water Withdrawn

2015	-	304,860,849
2016	-	326,125,394
2017	-	327,353,790
2018	-	319,807,472
2019	-	280,401,134



Data and Utilities from each Region with Manufacturing



* European and Oral Care sites not included for 2019 reporting, but will be added for next year.





Waste and Recycling

Tracking waste and recycling locally at each of our 70-plus buildings makes it challenging to provide a holistic and accurate corporate view of our global waste and recycling.

Contributing factors include wide variation in data sources and our ever-changing footprint through acquisitions and divestitures. We can, however, provide meaningful examples of ways in which our waste and recycling program are generating positive results.

Perrigo Michigan (PMI), our largest manufacturing site globally and representing our largest percentage of company, continued to show sustained improvement in waste reduction and recycling. While PMI recycling was generally flat compared to 2018, increasing by <1%, it has sustained a greater than 400% increase since our 2015 baseline.

Perrigo's Braunton facility in the United Kingdom, the company's first and largest zero waste to landfill manufacturing facility, continued to lead Perrigo facilities in waste management and reduction in 2019. The Braunton team managed to reduce plastic waste by over 21 metric tons by working with customers to reduce plastic trays, reduce plastic pallet wrap in operations, and even challenging canteen vendors to provide no-plastic drink options.

As the current strategy expires in December 2020, we are in the process of refreshing the waste strategy with a 2025 focus that likely will include another set of aggressive reduction targets and focus on improved waste and recycling data tools.

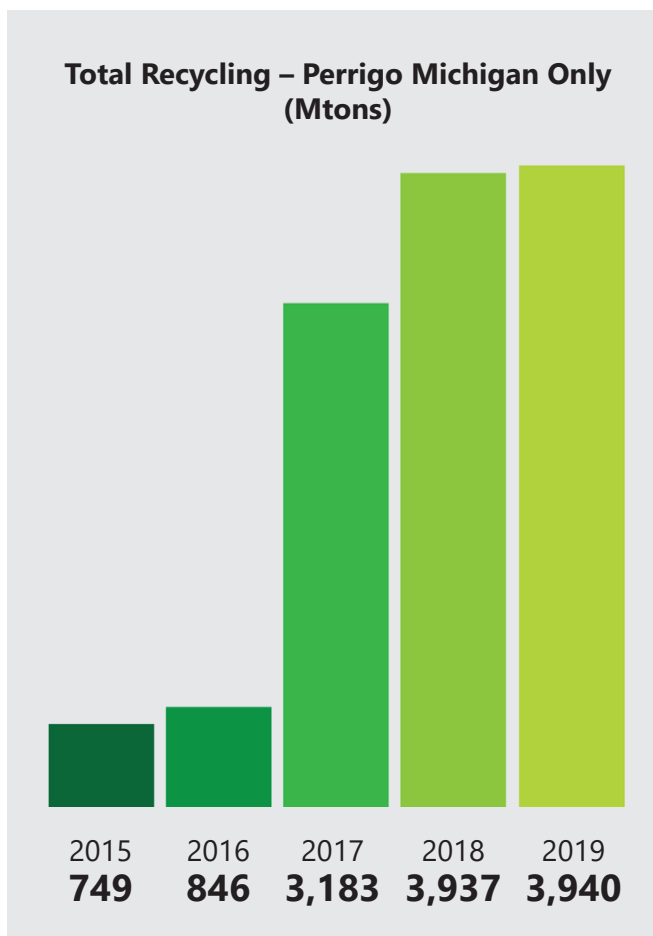


400%
Perrigo Michigan location
increased recycling

What's Next for Sustainable Operations...

With our 2020 Sustainable Operations strategy about to expire, we are already working on refreshing the strategy and expanding the program to include new aggressive goals. This next iteration of the strategy will integrate our branded Consumer Self-Care business in Europe into the sustainability program. To kick off this integration, Perrigo's sustainability team conducted a series of workshops with the five European manufacturing plants in October 2019.

Tours of these facilities did not disappoint, with the Herrenberg, Germany, site and Medgenix site in Belgium already having roof-based solar panels. Additionally, Herrenberg joins the Braunton UK site as a zero waste to landfill facility, while our Austria plant becomes our second site to be ISO 14001 certified.





Product and Packaging Sustainability



Perrigo’s packaging is as diverse as its global portfolio of products, ranging from highly regulated private label over the counter (OTC) solutions in the United States, to a wide array of branded consumer products in Europe. Despite this variation, the recyclability, use of recycled content, and understanding the amount of plastic used was a high priority in 2019 as numerous brands, retailers, nonprofits, and consumers banded together to reduce plastic and improve the sustainability of packaging around the globe.

Perrigo experienced a milestone year in 2019 as we deepened our commitment to make our packaging more sustainable. We introduced new packaging sustainability strategies and goals, as well as added new roles dedicated to sustainability, including a new sustainability team for our branded international business. Sustainability has also been identified by our executive team as one of the top eight enablers for business growth.

Packaging Sustainability Goals and Targets:

- Recycle-ready packaging, which consumers can place in their personal recycling bin
- Use of Post-Consumer Recycled (PCR) content in our product packaging
- Packaging weight reduction, notably with plastic
- Securing wood fiber and paper packaging from sustainable sources, such as suppliers certified through the Sustainable Forestry initiative

Using this as a foundation, we established commercial sustainability strategies and goals for our Consumer Self-Care Americas (CSCA) and Consumer Self-Care International (CSCI) business units.



How2Recycle® Label

Perrigo continues to partner with How2Recycle® (H2R) to apply consumer-focused recycling labeling. H2R labeling was added to over 300 SKUs in 2019, effectively tripling the number of packages since last year.



Commercial Sustainability – Consumer Self-Care Americas (CSCA)

Perrigo's CSCA portfolio consists primarily of OTC store brand self-care products, including OTC medications and infant nutrition. Strict regulatory requirements for pharmaceutical packaging, coupled with customer requirements for a national brand equivalent appearance, present the CSCA team with several unique challenges in regard to Packaging Sustainability.

Despite the unique requirements faced by CSCA, the team launched a commercial sustainability strategy with the following goals and targets:

- 100% recycle-ready packaging by 2025
- Packaging contains 20% post-consumer recycled (PCR) content by 2025, where regulations allow
- Continually reduce the weight of packaging
- All labels and cartons come from a sustainable source by 2022

As of 2019, approximately 70% of CSCA's primary packaging is recycle-ready (by weight), with paper cartons and high-density polyethylene (HDPE) bottles – both of which are considered as widely recyclable – as the two most common components. Several initiatives are now underway to improve recyclability, including the elimination of PVC plastic.

There continue to be sizeable challenges, however, both in the use of PCR content, as well as the need to create packaging not yet seen in our industry to meet FDA regulations. While our corrugated shippers contain 50-100% PCR paper, less than 1% of CSCA's primary packaging contains PCR. This is largely due to regulations prohibiting its use for drug contact. Despite this obstacle, we are pursuing opportunities to add PCR where regulations allow and engaging industry groups where appropriate to ensure regulators are a part of the PCR dialogue.

Commercial Sustainability – Consumer Self-Care International (CSCI)

In contrast to the CSCA business, the CSCI portfolio consists mainly of branded self-care solutions, selling more than 200 Perrigo-owned brands in over 25 different countries. In addition to private label and strict regulatory challenges, CSCI also faces more variable packaging types and exponential complexity due to recycling rules and regulations specific to each of the 25 countries in which these products are sold.

Similar to CSCA, the CSCI business set aggressive sustainability goals and targets:

- 80% recycle-ready, reusable or refillable packaging by 2025
- Use of 30% PCR content (where regulations allow) by 2025
- 15% reduction of packaging weight (from a 2019 baseline) by 2025
- All cartons procured from a sustainable source

As it relates to CSCI, approximately 66% of our packaging was recycle-ready in 2019. Additionally, several new innovative sustainability projects are well underway in Europe, focused on improving recyclability, adding PCR content (including beach plastics) in packaging and more.



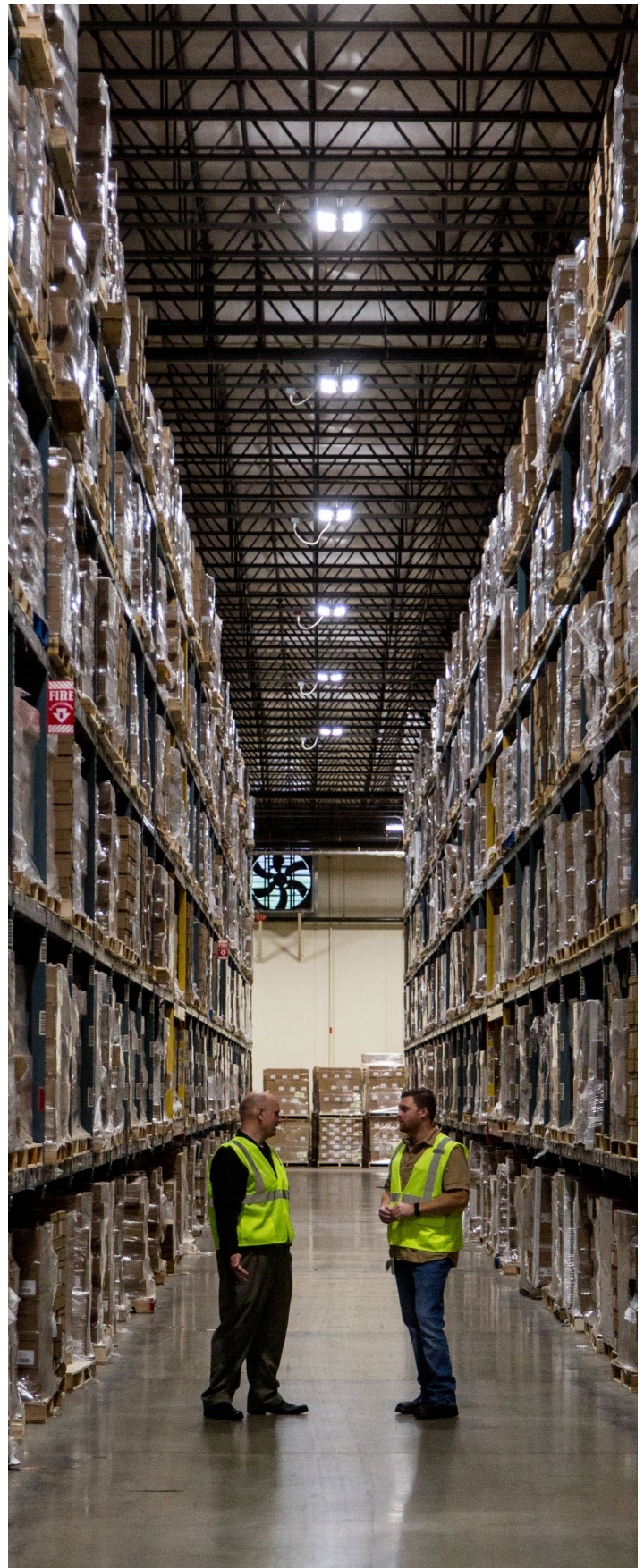
Sustainable Supply Chain

Perrigo's global supply chain is a critical driver of our operations and commercial sustainability goals, with its focus on the procurement of energy, engaging suppliers on commercial sustainability goals, or maintaining our ethical standards. In addition to the ethical business requirements and activities mandated by our Ethical and Social Compliance program (see page 25 of this report), Perrigo continued to execute against our Certified Sustainable Palm Oil strategy as well as support the commercial goal to source paper cartons and labels from responsible sources.

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 the biodiversity, human rights, and climate through destruction of rainforests and carbon-rich peat lands. Since palm oil is an essential nutrient in our infant formula, Perrigo has been a member of the Roundtable for Sustainable Palm Oil (RSPO) since 2018 and is highly committed to sourcing RSPO-certified palm oil and purchasing RSPO credits to offset complex derivatives.

Perrigo's Vermont (US), Ohio (US), and Braunton (UK) manufacturing sites have been physically certified to the RSPO standards. In our 2019 annual communication of progress to the RSPO, we reported using over 1,200 metric tons of certified mass balance palm oil and applied over 650 RSPO credits to offset a wide range of derivative usage in the US, UK, and the Nordics. For more information on sustainable palm oil or Perrigo public commitments, visit www.rspo.org.



Focus on Our People





Perrigo's Diversity & Inclusion Journey

What is D&I?

Diversity

All the ways we are similar and different.

Inclusion

Our sense of belonging as part of the Perrigo team.

Perrigo's unwavering commitment to self-care starts with our own team. When faced with the challenges of a global health pandemic, we focused on understanding and supporting each diverse individual and their unique circumstances impacting their ability to serve as an essential worker.

As racial inequity came to the forefront, Perrigo took action to support our team. Murray Kessler, President and CEO, requested that we stand united and take responsibility to learn how we can contribute to ending racial inequality. Leaders and associates continue to receive education resources and tips on how to best serve as allies in support of underrepresented groups. Because, TOGETHER, we make lives better!

Perrigo rolled out a three-year strategy at the beginning of 2020 that focuses on three key areas:

- Educating our workforce on our D&I strategy and initiatives
- Strengthening our talent management practices through a lens of inclusion
- Creating our governance and key metrics to establish our foundation and help us monitor progress

Learn more about our Diversity & Inclusion Strategy Here:

(Use your phone camera or QR code reader)

Or visit our website: www.perrigo.com/perrigo-diversity-and-inclusion





Why Diversity & Inclusion?



Talent

Recognizing, respecting, and leveraging our differences creates the conditions for maximum team performance.



Growth

Grow our business through greater awareness of our increasingly diverse consumer needs and expectations.



Innovation

Drive innovation through differing ideas and perspectives.



Globalization

Increase our cultural awareness to better operate across countries and in diverse markets.



Risk

Maintain our positive corporate reputation, reinforce our culture, and manage legal and compliance requirements.



Investors

Continue to meet increasing shareholder and investor demands to be a socially responsible organization.



CEO Message on Racial Inequality

Murray Kessler, President and CEO, issued a timely and critical message to our global workforce requesting that we “stand united in the desire to help end inequality and discrimination. Our colleagues, consumers, and communities need us to learn more about inequality and racism and how we can all do better.”



Key Message on Inclusion & Transformation

Dr. Grainne Quinn, Executive Vice President & Chief Medical Officer, gave an inspiring talk about transforming our organization to focus on “self-care” and the connection to “inclusion.”

“Transformation happens with people. The path of a transformation is grounded in the concept of ‘inclusion.’” Dr. Quinn also discussed unconscious bias and purposeful inclusion, stressing the importance of conscious inclusive behavior.



How to be Inclusive

We introduced the behaviors Perrigo colleagues and leaders can demonstrate to be “inclusive,” centered on the Behaviors of Inclusion model. Our next step is to help our organization learn how to demonstrate these behaviors through “learning journeys.”



Perrigo Joins Valuable 500 Movement

Perrigo is pleased to partner with the *Valuable 500 Movement* and put a greater emphasis on disability inclusion. The *Valuable 500* is an initiative focused on placing disability inclusion on the business leadership agenda of large, global organizations. The movement focuses on identifying 500 businesses willing to either lead the way,



or receive guidance to get started, in championing disability inclusion. The *Valuable 500* has been named a tier three official project partner by the World Economic Forum.

D&I Learning Opportunities

Perrigo has launched several new tools to advance our organization’s understanding of key diversity and inclusion concepts. In partnership with Perrigo’s Global Talent Management team, we introduced extensive D&I education opportunities through our new learning portal called GROWyouiversity.



Global D&I Topics

In 2019, Perrigo recognized International Women’s Day and World Mental Health day, globally. In 2020, Perrigo recognized Pride month globally for the first time. Several colleagues opened their hearts and shared their journeys as members of or allies to the LGBTQ+ community.



Our D&I strategy includes a three-year plan for global engagement events focused on topics that educate and inspire our workforce.

2020 – Pride; Men’s Health & Wellness

2021 – Cultural Diversity; International Day of People with a Disability

Global Diversity Statistics

49%
2019 Female
Representation

51%
Female Hires

35
Countries

20%
2019 U.S.
People of Color
Representation

25%
2019 U.S.
People of
Color Hires

15
Languages





Health and Well-Being

As a leading consumer self-care company, the well-being of our people is an exceptionally important topic within Perrigo. It starts with a strong health and safety culture and continues with our global well-being program designed to inspire associates 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 Perrigo’s on-site medical center and well-being center at our Michigan campus.

HEALTHYyou Well-Being Program

Launched in 2016, Perrigo’s HEALTHYyou well-being program continues to support associates and their families 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 third 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.

2019 HEALTHYyou Program Highlights:

- Partnership with Diversity & Inclusion for Perrigo’s World Mental Health Day global engagement campaign.
- Regularly host financial well-being educational opportunities, in collaboration with our vendor partners.
- Launched a HEALTHYyou Week with live and recorded seminars, volunteer events and more to support all six dimensions of well-being.
- Provided discounted FitBits purchase for eligible associates and spouses.
- A high 70% account registration rate, with 54% monthly active users on average for the HEALTHYyou program.



Global Well-Being Strategy

Perrigo’s well-being strategy empowers the self-care and well-being journeys of both Perrigo associates and their spouses in *six key areas – Physical, Emotional, Financial, Work-Life, Community, and Educational.*

- Offices in the UK released a well-being survey, with over 60% of participants stating interest in on-site wellness checks.
- On-site wellness checks led to 57 referrals to general practitioners for newly identified health issues.



Quitting is Better

In addition to providing healthcare discounts to our US associates for being tobacco free, Perrigo campuses have been declared tobacco free for close to 15 years. However, our tobacco free goal doesn't only apply to Perrigo. Kicking the habit is also goal for consumers and we support their efforts through our nicotine replacement therapy (NRT) products, quit smoking campaigns, and partnership with the American Cancer Society.

Perrigo received a prestigious award for best marketing campaign in the Corporate Social Responsibility category by the California Pharmacists Association (CPhA) last November, a milestone recognition for both Perrigo and store brand. The award recognized the successful "Quitting is Better" campaign which focused on inspiring and enabling consumers to quit smoking by leveraging Perrigo's NRT products.

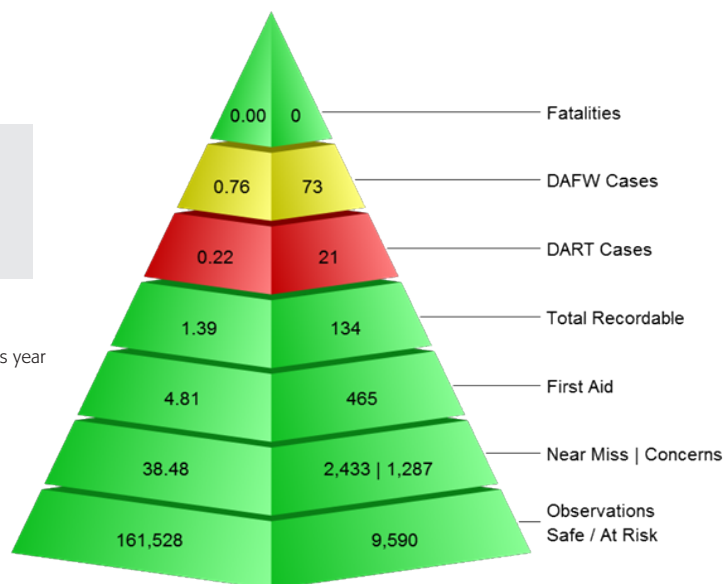


Occupational Health and Safety

Perrigo ended 2019 with a 1.39 Total Recordable Injury Rate (TRR), representing a 2% improvement over the 1.42 TRR from 2018. Unlike the environmental data, this year's TRR does include the Oral Health business, acquired during 2019.

Annual TRR by Year:					
YEAR	2015	2016	2017	2018	2019
TRR	1.4	1.18	1.79	1.42	1.39

Red indicates an increase from previous year
 DAFW - Days Away from Work
 DART - Days Away Restricted Time



» Engagement and Talent Management

A core element of Perrigo’s talent strategy is engaging associates and fostering a culture where they feel enabled to contribute their best. This includes initiatives supporting overall job satisfaction, diversity and inclusivity, personal and professional skill development, and a working environment that encourages good health and safety, work/life balance, and upholds our core values of Integrity, Respect, and Responsibility.

Perrigo regularly conducts global engagement surveys to gather feedback from associates and identify strengths and opportunities within our culture. The next survey, scheduled to be deployed in the fall of 2020, will measure our progress since the 2018 survey, which showed us that 71% of our people felt engaged with their job – surpassing our internal goal and exceeding the industry average. Communications regarding the 2018 survey results ensured all associates understood our strengths and opportunities, and teams across the company developed action plans executed throughout 2019 to strengthen and/or address any opportunities identified by the survey.



Turnover	2016	2017	2018	2019
Total Turnover (Global)	17%	24%	15%	12%
Total Voluntary Turnover (Global)	9%	10%	11%	9%

Engaging our people also extends to our hiring practices. In 2019, approximately 40% of positions were filled through internal candidate promotions. Unlike previous years, this is now a global number and another key data point we use to measure people development and engagement.

The 70-20-10 Approach to People Development

Perrigo’s people development philosophy focuses on a 70-20-10 approach, which provides a practical, blended framework for learning to support individual long-term success.

2019 continued with several key programs to support this framework, including:

- **Learning Management System (LMS)** – Facilitates enrollment and individual tracking for a wide range of learning, including group sessions, online modules, policy deployment, and development plans.
- **Performance Management Program** – Associates set annual goals, receive mid-year and annual performance appraisals, and manage individual development plans.
- **Instructor Led and Leadership Development Programs** – In 2019, Perrigo continued to offer several instructor-led programs, including its Management Essentials and Leadership in Action programs.

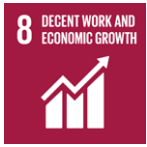


Human Rights & Supply Chain Ethics





Human Rights and Supply Chain Ethics



The United Nations defines human rights as: The rights inherent to all human beings, regardless of race, sex, nationality, ethnicity, language, religion, or any other status. Human rights include the right to life and liberty, freedom from slavery and torture, freedom of opinion and expression, the right to work and education, and many more. Everyone is entitled to these rights, without discrimination.

For more information, visit: www.un.org/en/sections/issues-depth/human-rights.

While many may believe that human rights violations are relics of the past, modern slavery and human trafficking, child labor, unsafe working conditions, and other violations remain prevalent, even in 2020.

Perrigo operates in over 35 countries, and sources goods and services from suppliers and business partners around the world. We take extra care to ensure our business activities, especially within our supply chain, are conducted in a highly ethical manner that demonstrates respect for the rights of associates and the communities we touch.

Perrigo continues to take a zero-tolerance stance on modern slavery, human trafficking, and all other forms of human rights abuse. We are proudly committed to human rights in our own operations, and ensure our business partners and suppliers share this commitment.

Internal Controls

Perrigo associates are expected to conduct themselves in accordance with our core values of Integrity, Respect, and Responsibility. These values and other expectations are highlighted in Perrigo's Code of Conduct, Positive Work Environment and Harassment Policies, among others, that strictly prohibit any form of discrimination, harassment or unethical behavior. Perrigo policies and codes are monitored and updated with regular frequency.

While our open-door policy encourages our colleagues to speak up when they observe a violation, we also maintain a third-party grievance system for those that may not feel comfortable raising issues in person. All grievances are anonymous, and formally reviewed and investigated per a defined procedure. This system, along with our culture of compliance and formal policies, helps ensure ethical behavior and prevent human rights violations.

External Controls

Perrigo's Ethical and Social Compliance (E&SC) Program is specific to suppliers around the globe and ensures they are operating in accordance with our ethical expectations. It starts with the Supplier Code of Conduct, which is distributed to global suppliers to ensure Perrigo's expectations on business conduct are understood. As suppliers and partners enter Perrigo's supply chain, they undergo a risk assessment, which takes into consideration the brand, label, product, the production activity that occurs, and the country in which production occurs. Those supplier facilities that fall in scope after the risk assessment receive training, regular social compliance audits, as well as, or in addition to, a self-assessment. A dedicated E&SC team will then score the audits and engage the factory on any non-conformances as appropriate to ensure they are corrected in a timely manner.





Update on 2019 Activities

Perrigo maintains a zero-tolerance approach to human rights violations. Further to this, our goal is to actively monitor and/or prequalify factories in scope of our risk assessment through a qualified third-party audit firm.

During 2019, more than 85 third-party ethical and social compliance audits were conducted of factories within Perrigo's supply chain, an increase of 15 audits from 2018. These audits are in addition to social audits conducted by Perrigo associates and the 110 self-assessments conducted by the facilities themselves. While these audits have uncovered areas requiring action, none of the findings have related to modern slavery, child labor, or any such critical in nature. In cases of an audit finding, corrective and preventative actions were implemented to remediate any gaps or observations.

Additionally, Perrigo North America added another 18 sites and suppliers into the Sedex platform, while Perrigo UK continues to use Sedex as their primary scheme with relevant stakeholders. Sedex is the world's largest collaborative platform for companies to share responsible sourcing data and progress.

Our human rights and modern slavery commitments, policies and programs continue to guide our efforts in 2020. We will continue to look for additional improvement opportunities, such as rolling out Perrigo policies and standards to integrated businesses, updating the Supplier Code, and including more facilities into the E&SC program that meet the risk profile.



Community Engagement





Giving and Volunteerism

It is important for us that Perrigo is viewed 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 also helps us find new talent. In short, knowing that we've been an engaged contributor to a vibrant community not only feels good, but it's good for business.

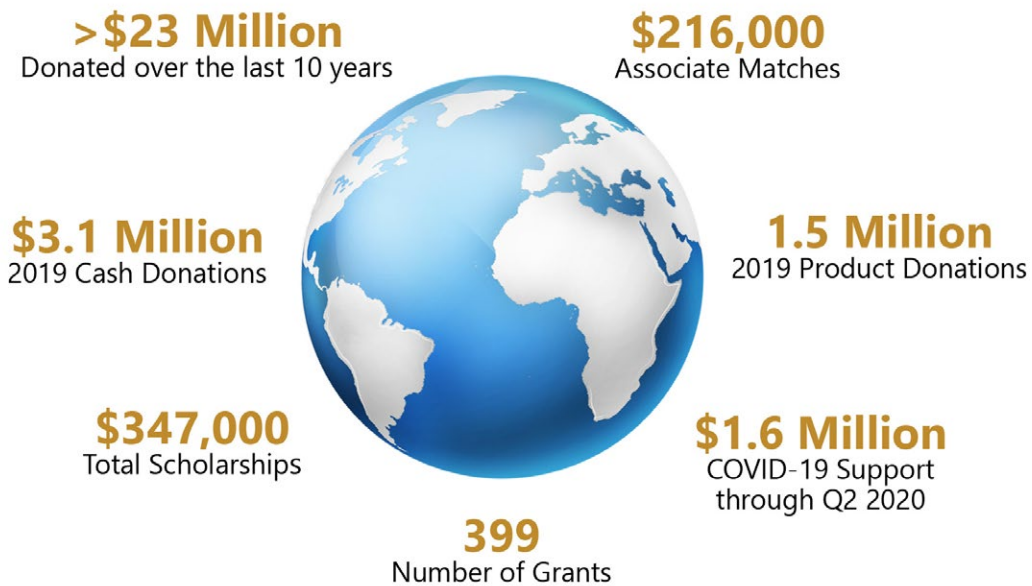
The Perrigo Foundation

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 healthcare, education, and support services in communities where Perrigo operates.

In addition to awarding grants to nonprofit organizations focused on health, education, and community well-being, the Perrigo Foundation bestows annual "signature gift" donations, as well as donation matching, scholarship programs, disaster relief, and charitable donations to incent associates to volunteer their own time.

The Perrigo Foundation donated a record \$3.1 million across the globe during 2019, an increase of over \$340,000 from the previous year, with \$1.5 million worth of products also donated to support disaster relief and targeted critical needs. Included within these donations is \$347,000 in academic scholarships.

Perrigo Global Contributions



Transformational Giving

Part of the Foundation's "signature gift" strategy is to support transformation around an unmet community need. Various such initiatives took place during 2019 thanks to donations from the Perrigo Foundation.

- The City of Allegan, Michigan, celebrated the completion of the last phase of its riverfront redevelopment project, which was supported by a \$130,000 Perrigo Foundation donation. Now named the Perrigo Riverfront Plaza, the new development includes a splash pad, fire pit, and new landscaping, as well as a shade structure and picnic area to promote community connection.

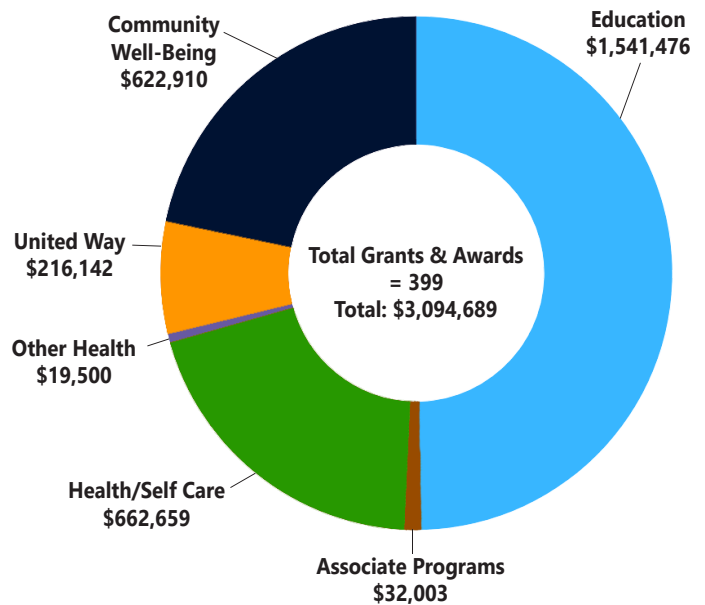
- Over \$100,000 (€90,000) was donated in 2019 to two organizations supported by the Perrigo Ireland team. The first recipient was St. Andrews Resource Center, which provides a wide variety of support services to local communities, such as childcare, employment preparation, and help for the elderly. The second recipient was MS Ireland, which intends to apply the donation toward the purchase of seven hoists for the Dublin-based MS Care Centre, improving inpatient care and patient success. This does not include the €40,000 supporting Ireland's College Awareness Week, another important initiative.

- The Perrigo Foundation donated \$100,000 to D.A. Blodgett-St. John's, which provides foster care and adoption services, counseling for abused children, and residential services in Grand Rapids, Michigan. The Perrigo grant supported the consolidation of multiple locations into one central campus for improved efficiency and client support.

- With a donation of \$100,000, Kid's Food Basket was able to expand into Allegan County, the region of Perrigo's largest site. Determined that no kid goes hungry, Kid's Food Basket provides nutritional meals, such as "sack suppers" to kids in need.

- In addition to monetary support and products, Perrigo donated an unused building in Allegan, Michigan to allow the expansion of Safe Harbor, a local children advocacy center. This donation will allow Safe Harbor to serve more children by more than doubling their current space and provide better space configuration to support client privacy and case management.

Global Donations





Volunteering Time and Talent

When it comes to volunteerism, 2019 was a standout year for associate involvement in sponsored volunteer programs, captured volunteer time and overall community engagement around the globe.

Caring 4 Communities

Caring 4 Communities is our “dollars for doers” program, which donates \$100 to an eligible nonprofit for every 10 hours an associate volunteers with that nonprofit. In 2019, over 2,300 hours were submitted, resulting in more than \$16,000 in donations. Since its inception in 2016, over 10,000 hours of volunteerism have been submitted to the Perrigo Foundation for donations.

Sponsored Volunteer Programs and Youth Education - Update

Perhaps the most noticeable passion demonstrated by Perrigo associates has been in educating and mentoring local youth, whether focused on Science, Technology, Engineering, and Math (STEM), business-related topics, or life skills. The fact that this passion is filling a prominent need in the community has allowed for the long-term success of these company-sponsored volunteer initiatives.

In total, at least 650 hours were captured solely for these sponsored programs, although actual time is likely much higher, with most participation supported during standard working hours.



• **Young Scientist & College Awareness** – Two of Perrigo’s longest standing sponsorships continued to receive financial and volunteer support. Ireland’s BT Young Scientist program hosts an impressive annual student science competition, while Ireland’s College Awareness Week uniquely introduces career opportunities for people of all ages.

• **Bigs in Business** – Started in 2017, Perrigo collaborates with local schools and Big Brothers/Big Sisters to match students with Perrigo colleagues for one-on-one mentoring every other week for more than two years. In 2019, over 20 students were matched with a Perrigo mentor, the most to date for a single cohort.

• **Junior Achievement** – Perrigo partnered once again with local schools and Junior Achievement (JA) to teach real world business and career concepts to K-12 students. Started in 2018 with an initial pilot of three classes, the courses have been so successful that demand has increased over six fold for 2019.

• **Chemistry Week** – In 2019, Perrigo partnered with Grand Valley State University with the goal to get into the Guinness Book of World Records by helping to create the world’s largest periodic table. First sponsored by Perrigo in 2015, this annual event has Perrigo scientists conducting theme-related experiments to generate interest for chemistry.

• **MiCareerQuest** – Since 2016, Perrigo has sponsored MiCareerQuest, an innovative, experiential career event held annually by West Michigan Works in both Grand Rapids and Kalamazoo, Michigan. Last year, our associates conducted job-related experiments with over 9,000 west Michigan students to demonstrate STEM careers in action.

• **Society of Women’s Engineers (SWE)** – Another favorite event partners us with SWE, where 9-12 year old girls are partnered with female Perrigo engineers and scientists for a day of mentoring and activities focused on engineering and other STEM concepts. This continued in 2019, marking the fifth year in a row that we have participated.



» Building Good Will, While Building Good Teams

In addition to the structured and ongoing volunteer initiatives, individuals and teams will spend a day (or two) on community needs as they arise, often viewing these as opportunities to build teams and internal networks. Here are just a few 2019 examples from around the globe:

Discover Manufacturing Week – Approximately 200 local students toured various Perrigo facilities on our Allegan, Michigan, campus to witness pharmaceutical manufacturing in action. Partnering with several local schools, multiple local suppliers, and our largest retail customer, this collaboration made local and national news national headlines in its support for Manufacturing Week.

Perrigo Belgium – Forty colleagues from Perrigo Belgium spent hundreds of hours last year to support ‘MPI GO! De Oase’, a children’s special needs school in Ghent, Belgium. From painting lockers to building fences, the team performed a number of tasks necessary to help the organization deliver on its mission. The team also donated €12,500 to the school.

Perrigo Turkey – Perrigo’s team in Turkey embraced transformation last year with an event celebrating their final transition to Perrigo from their legacy Omega Pharma roots. As part of this event, they split up into 10 separate teams to reassemble disassembled bicycles and make them road-safe again for local children in need.

Perrigo India – Each year, millions of people worldwide celebrate Earth Day in April. Lesser publicized, but certainly not lesser in importance, is World Environment Day. Launched in 1974 by the United Nations and celebrated annually on June 5, World Environment Day encourages people to take action to care for the environment. Once again, Perrigo India hosted a comprehensive World Environment Day celebration, which included education, speakers, waste reduction competitions, and of course, a tree planting initiative to beautify the community and support the planet.

Day of Caring – In addition to Perrigo’s Allegan, Michigan, associates funding the local United Way, they also partner on the annual Day of Caring volunteer initiative. Last year, over 120 of our people from multiple departments on the Allegan campus donated part or full days to support a number of community needs.



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