



**WE
ARE** Perrigo®

Diversity, Equity & Inclusion

2022 Report



A Message from our President & Chief Executive Officer

Since 1887, Perrigo Company has been focused on meeting the needs of consumers. As we continue to broaden our self-care product portfolio and geographic reach, we also continue our commitment to doing the right things for our people, customers, consumers, shareholders, and communities.

This same commitment guides our efforts to foster a diverse global team that reflects the consumers we serve, as well as a work environment where every person can contribute their best. Specifically, we:

- Nurture a motivating, supportive, and inclusive environment
- Foster a workplace that values diversity of ideas, expertise, and experience
- Offer competitive total rewards, including wages, health and financial benefits, self-care and well-being resources, professional development opportunities and more
- Are committed to conducting business with integrity
- Are committed to surrounding communities and environmental stewardship

These actions are especially important as we optimize our organization to support accelerated growth. In 2022, Perrigo unveiled a refreshed culture framework to guide how we work together and support each other's success. This new framework embodies our commitment to people and fostering an inclusive work environment for all.

Our diversity, equity, and inclusion strategy remains an important driver of success, underpinning everything from our recruitment efforts to the way our teams collaborate, to the innovation that fuels our product portfolio. I am proud of the progress we have made in our DEI strategy and am excited about steps we will take over the next few years to ensure our global team is engaged and experiences a sense of belonging.

As a leading global self-care organization, we know our diverse consumers and their loved ones depend on us for their self-care solutions. Perrigo's diversity, equity, and inclusion efforts foster belonging and strengthen our ability to make lives better by bringing quality, affordable self-care products that consumers trust everywhere they are sold. This report outlines the key paths of our journey and the actions we have taken to care for our colleagues, consumers, and the communities in which we operate.

Murray S. Kessler

President & Chief Executive Officer



Diversity, Equity & Inclusion Leaders



Since 2019, I have served as the executive chair of DEI, and I am incredibly pleased with the maturity we have accomplished as an organization. Like many organizations, we have a long way to go, yet we must pause and take notice of the progress we have made to be even more inclusive. This year's report summarizes our journey and celebrates all we can be proud of from our 2022 activities.

We remain committed to our DEI journey benefiting our colleagues, customers, consumers, and communities in which we operate.

Join us!

Dr. Grainne Quinn
Executive Vice President
Chief Medical Officer



Perrigo's business model is grounded in self-care, and so is our culture. We are pleased to share that in 2022 we updated our core values and culture framework to better represent our focus on DEI. One of our eight career success drivers (competencies) already focuses on DEI as well.

Strengthening our commitment to DEI in the values and culture framework helps us continue to reinforce how important it is that all colleagues feel welcomed, valued, respected, and heard.

Join us!

Robert Willis
Executive Vice President
Chief Human Resources Officer

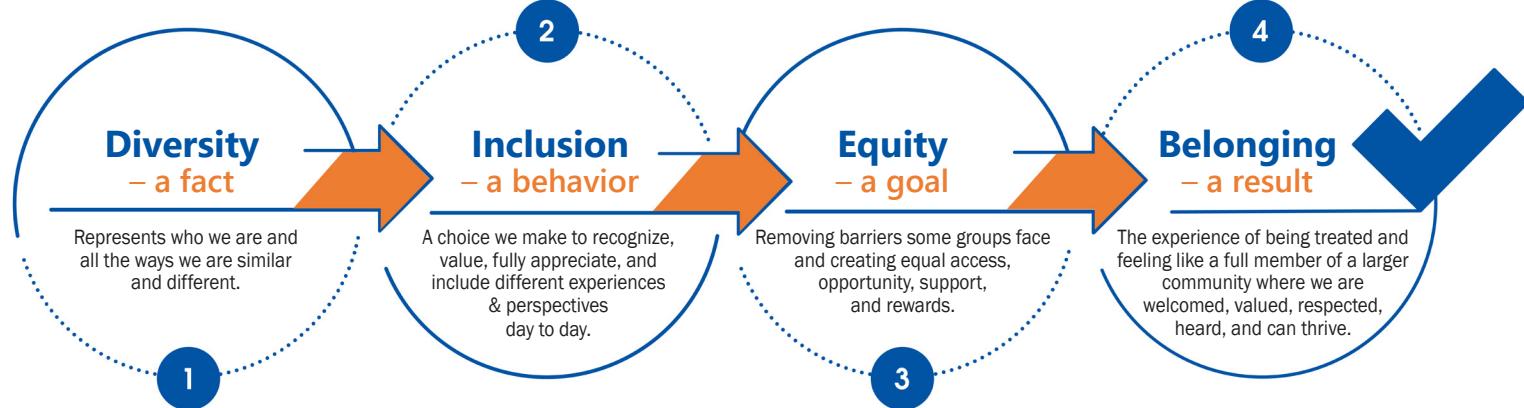


As the leader of our Americas digital and e-commerce business, it's critical that we respect and reflect the diverse consumers we aim to serve. Over the last year, we focused on a content strategy that would accurately represent the range of consumers that buy our products, ensuring we begin to better reflect demographic groups and communities through 'digital diversity'. In the future, we will expand the strategy and build campaigns that reach wider audiences, faces, cultures and interests across on-line platforms.

I look forward to seeing how we grow and adapt together to ensure that everyone belongs at Perrigo.

Join us!

Lorran Brown Cosby
Senior Vice President
CSCA Digital & eCommerce



Join Us



As we continue our journey to build a winning culture focused on belonging, we celebrate our progress and, together, look forward to our future with curiosity.

JOIN US!

Together, we are making lives better.

Our Journey

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 countriesNew Culture Framework includes "<i>Behaviors of Inclusion</i>" and a new DEI competencyPersonal storytelling linked to multiple dimensions of diversitySelf-paced DEI learningDEI newsletters<i>Inclusion Influencer Network</i> of senior leaders that bring DEI concepts to life across the organizationUnconscious 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 colleaguesPartnered with new organizations to attract diverse applicant poolCreate awareness of bias that can occur in the hiring process and focus on "<i>culture add</i>" by attracting a candidate pool that will continue to diversify our workforce; moving away from "<i>culture fit</i>," which can lead to a homogeneous workforceBetter represent DEI in our annual Talent Review & Succession Planning process	<ul style="list-style-type: none">Established clear metrics aligned to our strategyA global DEI policy and global anti-harassment/non-discrimination policy with training in 25 languages"Conversations That Matter" led by top leadersCore values updated to reflect DEI, including "curiosity"Regularly engage with Perrigo's Board of Directors to review progress against goalsContinued 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

We are proud of our positive trends in representation since 2019.

Diversity Data



20% to 36%

Board of Director Diversity



9% to 40%

Executive Committee Diversity



50% to 48%

Global Female Representation



41% to 43%

Global Female Leaders



19% to 23%

U.S. People of Color



31

Countries

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.

2023 Forward

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.</p> <p>We will work to reach as many colleagues as possible.</p>	<p>We will grow and nurture our newly formed Business Inclusion Groups (see pg. 9) 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 regularly 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

Sustainability and ESG

DEI Connection to Corporate Sustainability and ESG Strategy

Since the inception of our sustainability and environmental, social and governance (ESG) efforts over a decade ago, we have measured our success against a Triple Bottom Line focused on our people, the planet, and our financial performance. At that time, we started voluntarily reporting our diversity and employee engagement metrics among many others. Since then, as social and environmental needs and frameworks have become more refined, we too have refined our approach.

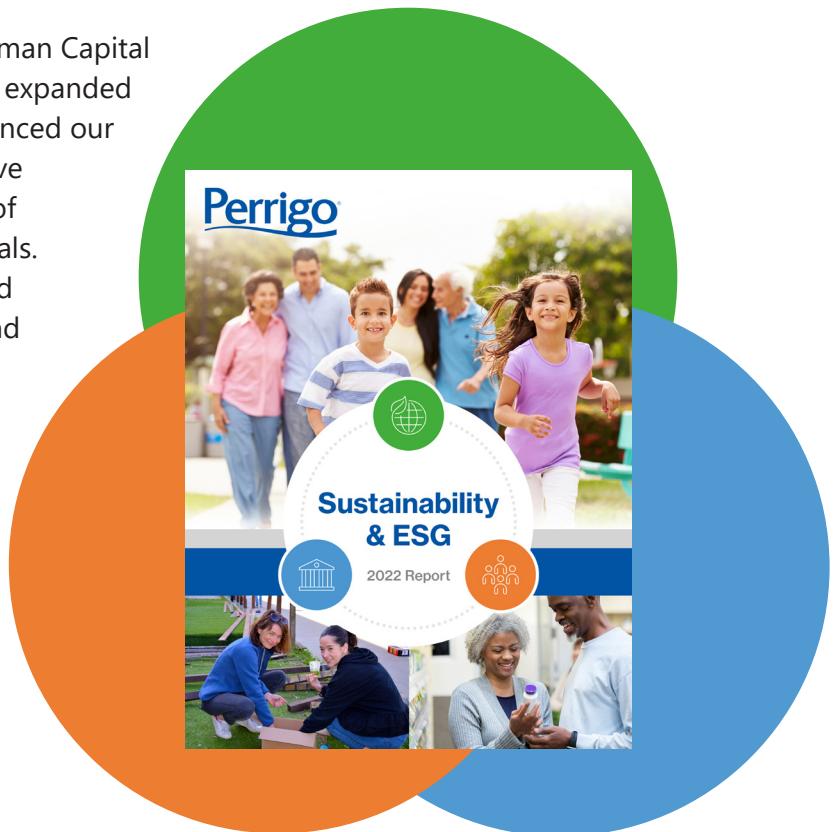
Today, Perrigo's corporate sustainability and ESG strategy contains four focus areas:

1. Climate & Operations
2. Packaging & Plastics
3. Supply Chain
4. People & Human Capital



DEI is a critical component of our People and Human Capital focus areas. Over the years, we have significantly expanded our reporting on diversity metrics and have enhanced our approach through such commitments as goals five (Gender Equality) and 10 (Reduced Inequalities) of the United Nations Sustainable Development Goals. Today, we not only maintain robust programs and reporting within our company, but we engage and monitor our supply chain to promote DEI and ensure no discrimination or other human rights abuses are happening.

For more information, please see our annual Sustainability & ESG report [here](#).



DEI Reflected in our Culture

DEI Represented in our Culture Framework

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

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



"Putting DEI at the heart of our culture enables us to build a more accurate understanding of people and our environment, spot new opportunities, identify risks and ultimately make better decisions. DEI is more than business results though. The joy, passion and energy that is unleashed when people don't have to spend emotional energy protecting themselves is engaging."

— John Babb, Director of Organizational Development & Global Learning

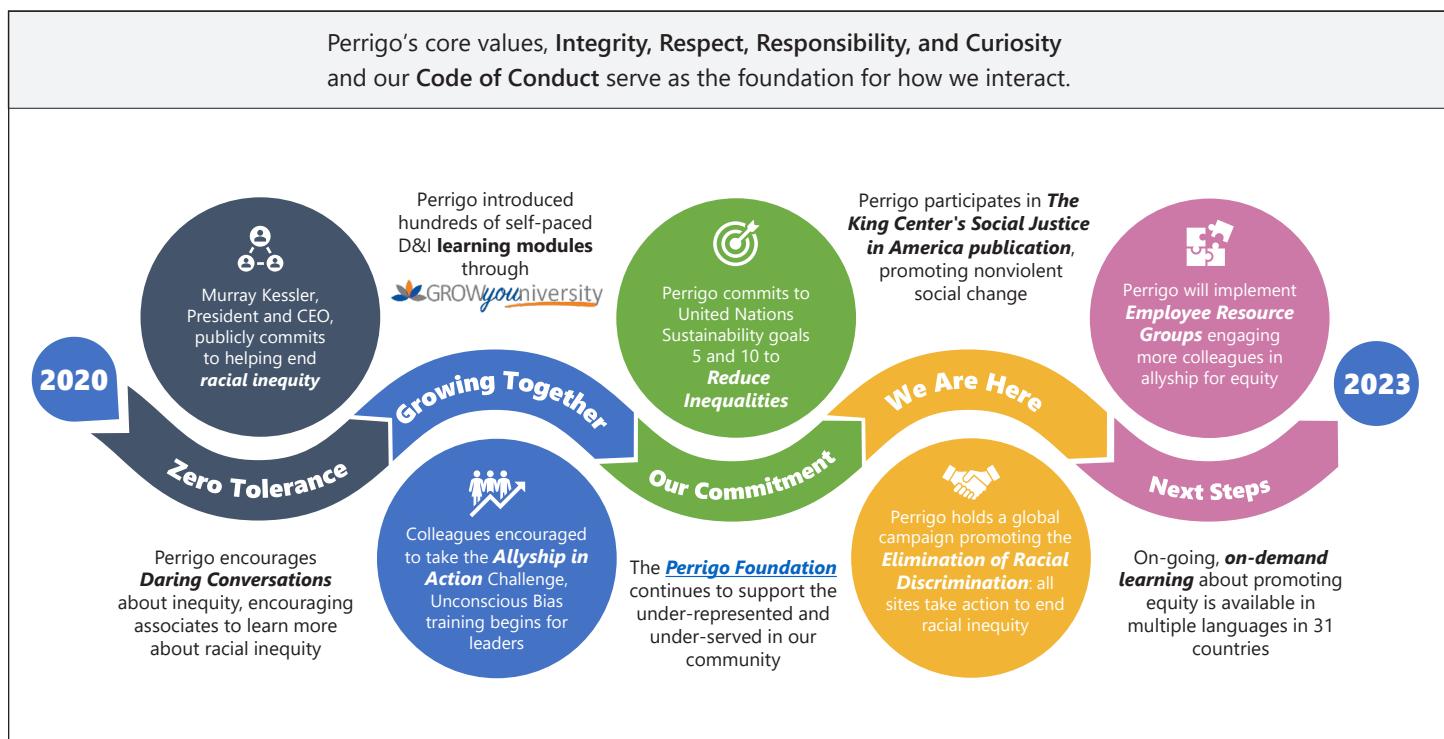
What's New

Elevating Belonging Through B-I-Gs

In 2022, Perrigo colleagues launched three new Business Inclusion Groups (B-I-Gs), colleague-led communities of individuals with common identity, experiences, or interests. This platform (sometimes called an Employee Resource Group or ERG) helps Perrigo engage, develop, and retain a diverse team, positioning us as a top-tier, employer of choice for current and prospective colleagues. In B-I-Gs, colleagues are empowered to act in support of diversity, equity, and inclusion, helping to shape an organizational culture that values and promotes those same ideas. Community engagement, a key feature of B-I-Gs, builds public trust, demonstrating to consumers a commitment to social topics.

Perrigo's support of B-I-Gs invests in our workforce, builds leaders, and fosters a communal sense of belonging. We rely on our collective diversity to deliver better and more innovative solutions for customers and consumers. B-I-Gs are one way Perrigo is not only growing our people, but our business, as well.

The decision to add B-I-Gs to Perrigo evolved while building out our racial equity roadmap, reflected below:



Multicultural B-I-G

The **Perrigo Multicultural B-I-G** is a place for team members of different racial, ethnic, and national backgrounds to come together and celebrate their heritage. The B-I-G's purpose is to give a greater sense of belonging at Perrigo for individuals who identify with an ethnic, racial, or cultural minority group, and to provide knowledge about those groups at Perrigo and the value they bring.

With that purpose, the group aims to strengthen allyship and connection across the many racial, ethnic, and cultural identities reflected throughout Perrigo. Founding member and co-chair, Sonny Haskins, Learning & Development Consultant, says one of the group's chief goals is to help people feel a sense of belonging from day-one: *"The work we'll be doing is to make sure that people feel comfortable to be who they are and bring their authentic selves to work. If they can do that, they will be a better team member."*

Through collaboration and allyship, the Multicultural B-I-G will amplify the voices of its members and bring even more diverse perspectives to business decisions. The B-I-G will also increase understanding and respect of the deep knowledge that various ethnic, racial or cultural minority groups offer within the workforce.



"I hope that having a Multicultural B-I-G [Business Inclusion Group] in place will show colleagues that they have a place at Perrigo and that Perrigo wants them to be successful as an individual as well as within the business. I hope it will communicate to the customers, consumers, and community that Perrigo recognizes, embraces, and supports diversity. I hope the B-I-G will help to showcase the diversity within Perrigo while making all associates feel valued and seen."

—Tajay Haywood, Associate Scientist & Multicultural B-I-G Chair



"The sense of belonging is crucial to a colleague's experience, and it is great to know that we have folks around the organization that feel the same way! I want to move this work forward so we can not only attract different ethnic and culture groups but retain them as well and that sense of belonging is a great start to achieve that."

—Sonny Haskins, Learning & Development Consultant & Multicultural B-I-G Co-Chair



Tajay Haywood led the Multicultural B-I-G in volunteering for Southwest Michigan based "Chemistry Day" leading chemistry-based science experiments with children and families.

LGBTQ+ B-I-G

Our **LGBTQ+ B-I-G** got to work quickly in 2022, having already driven action in support of Pride initiatives. This group, which aims to foster belonging for colleagues identifying as lesbian, gay, bisexual, transgender, or part of the queer or questioning community, and its allies, has more action in the planning stage.

Though the group has many founding members from all around the globe, Chris Penzien and Kris Kallembach say they wanted to keep their goals for the first year manageable. *"We wanted to make sure the group had value to everyone, so for the first year, we really focused on networking and mentoring."*

By building a sense of community and belonging, both within the LGBTQ+ community and beyond, the LGBTQ+ B-I-G helps Perrigo harness the full talents of its workforce. Moreover, the group hopes to attract, develop, and retain more talented and diverse LGBTQ+ colleagues through its outreach and community building in the years to come.



"As we have launched our B-I-G in 2022, I have appreciated connecting with fellow LGBTQ+ colleagues and allies; exploring ways we can enhance Perrigo by bringing our authentic selves to the workplace. We help demonstrate that a broad assortment of voices are welcomed and appreciated within Perrigo. We help attract and retain valued employees whose varied perspectives contribute toward creative solutions to the opportunities and challenges our organization faces."

— Kris Kallembach, Associate Director of Sales & LGBTQ+ B-I-G Chair



"It has been wonderful getting to know colleagues across the globe from a wide array of business functions who share a passion for DEI. I hope that our B-I-G serves as a visible reminder for our LGBTQ+ colleagues that Perrigo is not only a safe space for us to be our authentic selves, but it is a place where we are valued, accepted, and even celebrated."

— Chris Penzien, Director of Quality & LGBTQ+ B-I-G Co-Chair



CSCA Women's B-I-G

The roots of the **CSCA Women's B-I-G** reach back even to before the group formalized itself under a B-I-G charter, with events attracting in-person attendance of more than 200 each time. Co-founding member Jenny Laws knew the need for supporting women in the workplace was still strong and saw an opportunity to lean into creating a group to fill in that gap post COVID-19.

"We want to place focus on women in the workplace – a way to assist them, give them an informal opportunity to get together, ask questions, talk through challenges, and grow, together."

The CSCA Women's B-I-G highlights the unique skill sets of women in the Perrigo workforce, and gives its members a boost by connecting women across the organization to others who have had similar experiences, faced similar challenges, or who have an experience to share. In that shared community, group members find others who have undergone similar experiences, and benefit from the lessons learned and the support offered.

Though it is just getting underway as a B-I-G, the group has some history and organization to draw from. Laws hopes for the CSCA Women's B-I-G to be a place where all members find value and feel valued, and for the group to be a place to connect and develop the female leaders of the next generation.



"I hope our B-I-G [Business Inclusion Group] communicates to colleagues that Perrigo values the women who work here. My hope is that for all who join [us], no matter which B-I-G, is that they will make connections across the company that will help everyone to make a more positive impact on the business."

— Dawn Gorlewski, Manager Analytical Research & Development & CSCA Women's B-I-G Chair



"We are communicating to the organization and to our consumers that we recognize the unique voice and perspective of women in the self-care business. We see value in those voices to influence decisions and affect Perrigo's impact in the marketplace."

— Jenny Laws, Quality Assurance Manager & CSCA Women's B-I-G Co-Chair



While our CSCA Women's B-I-G is new in 2022, we have been educating and inspiring women for many years!



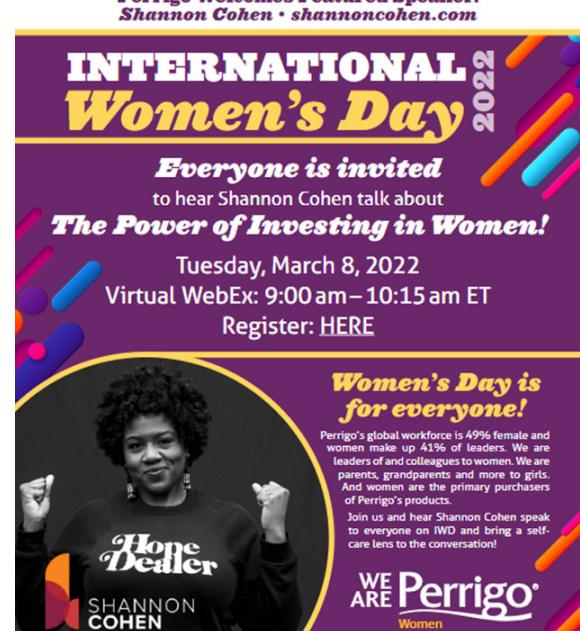
Promoting Gender Equity

Global Recognition of International Women's Day 2022

Perrigo's commitment to gender equity was further supported by welcoming Shannon Cohen to join us in recognition of International Women's Day 2022.

Shannon is a highly engaging, thought provoking author, podcaster, speaker, and business owner in West Michigan and spoke to Perrigo colleagues of all gender identities about "why the future belongs to brands (and organizations) that are believing and investing in women."

During her talk, Shannon provided a roadmap for reaching women by "seeing her, investing in her, championing her, believing in her, and betting on her." Her 'head + heart' approach engaged listeners in transparent conversations about unspoken truths women experience, how to uncover these truths so women are seen and how self-care is necessary to nurture longevity as an individual and as a leader.



You can learn more about Shannon online at www.ShannonCohen.com

With approximately half of our workforce self-identifying as women, there are several other ways we promote gender equity in the workplace and beyond.

Perrigo Italy Supports the Young Women Network

Perrigo Italy is pleased to be participating in the *Young Women Network (YWN)*; the first Italian women empowerment association devoted to networking, mentoring and empowerment of young women.

Perrigo female colleagues recently joined the YWN association where they will benefit from all the association activities, including professional training, mentoring program, networking opportunities and other activities aiding their professional development and empowerment.

In addition to supporting our own Perrigo employees, Perrigo Italy enabled five other women from the community to be able to join YWN by providing the financial means to do so. Congratulations to our team in Perrigo Italy!

Paid Parental Leave in the U.S.

Starting in 2023, all eligible U.S. colleagues will have access to up to six weeks of paid parental leave, including non-birthing parents, as an opportunity to bond with their new child through birth, adoption, foster, or surrogacy. This new benefit highlights Perrigo's intentions to not only be an employer of choice, but also to be an employer that cares about the health and well-being of our colleagues and their growing families.

'Helping Men Lead Happier, Healthier, Longer Lives'

Movember

Movember is an annual event held in November involving the growing of mustaches to raise awareness of men's health topics such as suicide prevention and prostate and testicular cancer awareness. Globally, on average, one man dies by suicide every minute of every day. We aim to help change this statistic by openly talking about historically taboo topics, such as testicular cancer or suicide, and about men's mental health and overall well-being.

Based in Perrigo Ireland, the "Self-Care Supremos," lead the way each year when we recognize men's mental health and well-being through Movember.



"The support we received from senior management was incredible and it blew me away. Having such support from the likes of Grainne Quinn and Rob Willis help set the tone and showed there are no barriers when it comes to DEI."

The core values of integrity, respect and responsibility within Perrigo allows employees to be open with their passion and encourages positive initiatives by providing a platform to drive awareness on important topics like men's physical and mental health."

— Stephen McGuire, Self-Care Supremo & Sourcing Manager

Appreciating Cognitive Diversity



Cognitive Diversity is another aspect of how we are wired as humans and includes:

- the way we approach work
- how we learn
- our personalities
- backgrounds
- cognitive knowledge, skills, abilities
- how we process information & problem solve
- differences in perspectives
- beliefs
- our thoughts based on our view of the world

Valuing, leveraging, and celebrating our cognitive diversity fuels innovation, improves collaboration, widens our view of the world and the people in it, opens our minds, and makes work more engaging. One of many ways we recognized our cognitive diversity is by providing examples of how we can make simple shifts in our thinking to get different results.

Shift Your Thinking



Inclusive Design at Perrigo's New North American Corporate Headquarters



From wellness rooms to walking treadmill computer stations, our new North American Corporate Headquarters located in the heart of Grand Rapids, Michigan was designed with inclusion in mind and helps reinforce our vision to make lives better by bringing quality, affordable self-care products that consumers trust everywhere they are sold.

Perrigo's new offices were constructed in Michigan State University's (MSU) expanding Grand Rapids Innovation Park, a public-private partnership that is bringing together academic medicine, healthcare delivery and other partners interested in the transformation of health.

The Grand Rapids location places Perrigo, the world's leading over-the-counter health and wellness organization, in the company of academic, research and clinical experts found within the medical park. This partnership enables us to partner with other organizations who share our passion for making self-care accessible, affordable and effective for all, driving greater health equity around the globe.

Inclusion was taken into consideration throughout the entire design process of our new North American Corporate Headquarters.



In late 2022, Perrigo opened the doors at our new North American Corporate Headquarters.

Our new space features:

- Private workspaces to focus, uninterrupted, and do our best work
- Large, open workspaces to collaborate in small or large groups
- Highly accessible and respects gender neutrality
- Comfortable and accommodating lactation rooms
- Calming, neutral earth tones and natural light
- Open concept allowing for high engagement, energy flow, and accessibility
- Wellness spaces to rejuvenate
- Walking treadmill computer stations

Perrigo Partners with the Grand Rapids African American Museum & Archives (GRAAMA)



“The GRAAMA board and staff were overjoyed to receive last year’s grant from the Perrigo Charitable Foundation. It enabled us to double our programming, preserve over 3,000 artifacts and hire needed staff to help tell the stories of African Americans in West Michigan. Our patrons hailed from around the world, giving Grand Rapids African American Museum and Archives an international presence. Your grant has also helped us leverage additional funding from other sources. We want to thank the Foundation and DEI team for supporting GRAAMA.”

— George Bayard, Executive Director, Grand Rapids African American Museum and Archives (GRAAMA)



Disability

As part of our International Day of Persons with Disabilities activities, Murray Kessler, President and CEO, kicked off an insightful conversation with U.S. Equestrian, medal winning, Paralympic athlete, Rebecca Hart.

Rebecca shared her diversity story, path to the Paralympics, advice for parents and other care givers. She also shared pivotal turning points in her life and provided a sneak peek at her medal from the Paralympics games in Tokyo. Closing comments were delivered by Pedro Duarte, Commercial Strategy and Innovation.

International Day of Persons with Disabilities promotes the well-being and welfare of people living with disabilities, as well as recognizes the importance of eliminating barriers to inclusion.

Perrigo colleagues were surprised to learn that there are 1.3 billion people around the world living with a disability and 80% of disabilities are acquired between the ages of 18 and 64, which is the workforce age. Disability is defined as any condition of the body or mind that limits major life activities and can limit interactions or participation with the world around us. Disability also refers to the interaction between individuals with a health condition and personal or environmental factors (for example, inaccessible transportation or limited social support).

Having a disability can be seen as simply another aspect of one's identity, such as having curly hair or blue eyes. Society has stigmatized disability as being "less than," but the Perrigo team is working to change this narrative by focusing less on what someone may struggle to do and more on what they are capable of, or their "ability." Having a disability does not prevent a person from performing great work or having a fulfilling life.

Perrigo Continues Sponsorship of the U.S. Equestrian Federation Para Dressage Competitions

At Perrigo, we believe respecting our differences not only cultivates insights that help us better serve our diverse customers, but also drives understanding that helps us positively impact the communities around us. In 2021, Perrigo began a two-year partnership with the U.S. Equestrian Federation to sponsor para dressage Nation's Cup competitions in the United States, consistent with our commitment to foster disability inclusion as a member of The Valuable 500 (500 companies committed to disability inclusion).

Para dressage opens competitive equestrian opportunities for athletes with physical disabilities that preclude them from other forms of sport. Athletes compete against teams from around the world following the same basic rules as dressage and are classified into five categories according to their functional ability. In 2022, the U.S. Para Dressage Team earned three FEI World Champion medals in Herning, Denmark. Combined with the results from the U.S. Eventing Team and U.S. Dressage team, the team also qualified for the Paris 2024 Olympic and Paralympic games in dressage, eventing, and para dressage.

"As a leading provider of consumer self-care products and over-the-counter (OTC) health and wellness solutions, we are committed to supporting the well-being of elite athletes at the peak of their sport and the casual athlete or individuals focused on managing their overall wellness. Our partnership with U.S. Equestrian reflects our self-care vision and commitment to making lives better." – Murray Kessler, President and CEO.

Perrigo Goes Green for Mental Health & Well-Being

Promoting Mental Health

Perrigo makes mental health and well-being a priority through numerous global initiatives and regular messaging. We talk about mental health stigma, highlight the impacts mental health has on our quality of life, and highlight the free resources we have through our Employee Assistance Program (EAP). Our initiatives have earned us an informal best-in-class status with our EAP partner.



In 2022, Perrigo recognized May Mental Health Month with the Back-to-Basics campaign. This three-week campaign encouraged each colleague to self-identify and evaluate their current behaviors when they experience overwhelming stress, anxiety, and other negative thoughts. By identifying healthy behaviors, or "tools" in their toolkit, individuals would know their own unique ways of overcoming negative feelings in the future.

In November, we launched our third global DEI campaign of the year, which focused on mental health and well-being. Our Green Out for Mental Health campaign aimed to prioritize mental health and reduce any negative stigma related to mental health and well-being and was widely embraced by colleagues around the globe.

As green is the official color for mental health awareness, colleagues "greened out" by wearing green clothing and ribbons, using green protective gear in our manufacturing facilities, or displaying 'Green Out' designs in their email signatures or virtual meeting backgrounds.

During campaign week, teams across the globe engaged in health and wellness activities, including fitness classes, laugh therapy sessions, and most impactfully, engaged in discussions to normalize talking about mental health at work. Isabel Condon, who participated in a panel discussion hosted at Perrigo's Corporate Headquarters in Dublin, noted the importance of sharing and talking about mental health with others: "We were able to find humor and make connections when talking about some difficult topics. [Our colleagues] were quite appreciative that we did it and made the space to talk about it."



Global Well-Being Program

Global Well-Being Ambassadors



Our self-care vision of Making Lives Better translates to our global workforce as well. Our Global Well-Being Ambassador Network was created in December 2021 to have a network focused on empowering the global self-care and well-being of our colleagues and their families.

The Well-Being Ambassador Network is a diverse team of colleagues that represent different areas of our global business. They regularly collaborate to provide webinars, articles, podcasts, Employee Assistance Program (EAP) resources, and other tools and resources to support our six dimensions of well-being to colleagues at least once a month. In addition, the network has done some larger campaigns such as May Mental Health, where information was presented all month long.

The Well-Being Ambassador network continues to evolve and grow with our global workforce to ensure our people know we care about making *their* lives better as they continue to make a positive impact for our customers, consumers, investors, and communities around the world.

Global Total Rewards

Perrigo offers supplementary healthcare benefits in 17 countries, parental leave benefits in 29 countries, and educational reimbursement benefits in 10 countries. Also offered in 11 countries is access to discounted club/gym memberships or an on-site gym. These self-care resources are designed to help our colleagues focus on themselves and their household members and encourage community engagement.

In addition to traditional benefit plan offerings, the U.S. benefits plan design includes benefits for same sex legally married partners, applied behavioral analysis (ABA) therapy for children who experience Autism Spectrum Disorder (ASD) and other developmental conditions, patient-centered Medical Home Doctor opportunities, and free diabetes and hypertension management supplies if participating in a voluntary management program.

Other inclusive features of the U.S. plan include:

- Enrollment support for multiple languages
- Up to 100% coverage for the most expensive injectable drugs
- Adoption assistance for growing families
- Best-in-class emotional well-being support with a dedicated Employee Assistance Program (EAP) counselor at the largest US campus, virtual therapy options and numerous mindfulness training programs
- HEALTHYyou Well-Being Program to engage in self-care activities and Diversity, Equity & Inclusion initiatives year round
- Telemedicine opportunities to overcome geographic or mobility barriers
- Medical procedure cost comparison tool
- Company paid life insurance and Accidental Death & Dismemberment (AD&D) for employees with option to elect additional coverage
- Voluntary benefits to meet the needs of our associates and their families that include, but not limited to, Pet care discount program, Identity Theft protection, Legal Services, and Accident coverage

Equitable Pay

Perrigo is committed to equitable pay for our global workforce. We partner with a leading industry expert to measure, monitor, and achieve equitable pay given all of the changing variables that influence compensation. We focus on required compliance and on-going analyses in our efforts to reach and maintain equitable pay. Our goal is to better understand the drivers of equitable pay and the levers to help us make informed and timely decisions to achieve it, so that we stay aligned to our core values, and maintain trust with our workforce.

U.S. Veteran's Committee

Military veterans are vital contributors to Perrigo's success.

Perrigo is proud to have colleagues from various military branches applying their diverse skill sets throughout the organization. Military service is both challenging and rewarding, through which veterans develop a set of specialized skills, a sense of discipline, and a deep respect for the country they serve and their colleagues. These attributes are an asset to Perrigo's culture, and we are proud of all our veteran employees as valuable team members.

Every year, Perrigo honors the service and sacrifice of all veterans and active-duty military during our Veterans' Day flag-raising ceremony at our Allegan, Michigan location. 2022 marked the first in-person ceremony since the onset of the COVID-19 pandemic. We aim to uphold this tradition to honor and demonstrate respect for Perrigo's veterans.



Amanda Strigel, Production Manager

Travis Try, Training & Continuous Improvement Manager

Ben Jonkman, Capacity Planning Analyst

Business Spotlight – Bobbie®

Perrigo Customer Bobbie Teams Up with Supermodel, Entrepreneur and Mom of Three Ashley Graham on Infant Feeding Inclusivity Campaign

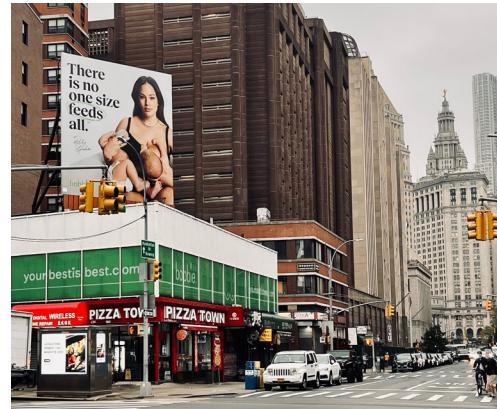
Bobbie, the only mom-founded and led infant formula company in the United States, recently joined forces with Ashley Graham, founding member of the *Bobbie MotherBoard*, supermodel, entrepreneur, and mom of three, to evolve the conversation around how we choose to feed our babies. Featuring a candid promotional video as well as out-of-home (OOH) elements such as billboards and educational events, the brand is anticipating a foundational change in how parents view infant care.

Graham recently made history as the first parent to ever combo feed her babies with breastmilk and formula on billboards across the country. In September 2022, the team launched a billboard in one of the most iconic placements in Soho—during New York fashion week—with a stigma-shaking caption: “**There’s No One Size Feeds All.**”

Graham is speaking out to represent and support the silent majority—the 70% of formula-feeding parents who also combo feed their babies. Feeding is not linear, it’s not either/or, and each parent gets to choose what works best for them and their family.

“Feeding your babies is as personal as it gets,” said Graham. “After solely breastfeeding my first son for 13 months, I thought I was going to need a different plan for my twins. When the time came, I knew combo-feeding would be best for us. That worked well for six months, and now I’m exclusively formula feeding and it’s fantastic. For many parents, there’s often a series of decisions that play out over the course of your feeding experience—and no matter where you are on that journey, there is no wrong choice.”

Graham feeds her babies Bobbie® Organic Infant Formula, which is manufactured by Perrigo in its FDA-approved facilities in Vermont and Ohio. Bobbie’s recipe is modeled after breastmilk and designed to meet the most recent EU nutritional standards for critical ingredients like DHA and iron.



Perrigo signed a partnership agreement with Bobbie and began product development on the new formula in 2019. In 2021, Bobbie introduced the first European-style infant formula that meets FDA nutrition, quality, and safety standards.

Today, Bobbie is the fastest-growing infant formula to enter the U.S. market since the 1980s. It is also the first direct-to-consumer, subscription-based U.S. infant formula company and is owned and run by women. The brand’s “*There’s No One Size Feeds All*” campaign has already garnered media attention in *Vogue*, *Adweek* and other publications.

Learn more at www.HiBobbie.com.



Shivaani Phillips

Business Spotlight – HRA Pharma’s “Women’s Health Mission”

Newest Addition to Perrigo Educates and Empowers Women in their Sexual Health Journey

In May 2022, Perrigo acquired Héra SAS (“HRA” or “HRA Pharma”), a global consumer self-care company with three category-leading self-care brands in women’s health (ellaOne®), blister care (Compeed®) and scar care (Mederma®). HRA Pharma bolsters our presence in high-potential European markets with opportunities for additional growth.

But what makes HRA Pharma unique is its **“Women’s Health Mission,”** which champions the rights of women to determine their own sexual health journey, and its actions speak louder than words.

Perrigo’s new company brings expertise and a successful track record in leading the switch of prescription-to-OTC women’s health products, evidenced by ellaOne® emergency contraception achieving OTC status in 59 countries. HRA Pharma also received approval and launched Hana®, a once-daily OTC oral contraceptive in the U.K. This represents one of the first OTC approvals of a daily oral contraceptive in the U.K.

Shivaani Phillips is the global category lead for women’s health at HRA and has been a key player in a project focused on introducing the first-ever OTC birth control pill in the United States, and in other women’s health developments at HRA.

“We have conducted intensive one-on-one research with women who have critical needs and face barriers daily, which impedes their sexual health journey,” said Phillips. “These findings propelled us to gain deeper insights into these women. The drive behind our Women’s Health Mission is to use learnings from our research as part of our commitment to create a world where women can determine their own sexual health journey, on their terms. Together, we want to make that world become a reality.”

Recently HRA Pharma submitted its application to the Food and Drug Administration (FDA) for an Rx-to-OTC switch for Opill®, a progestin-only daily birth control pill (also referred to as a mini pill or non-estrogen pill). If approved, this would be the first daily birth control pill available OTC without a prescription in the United States, providing millions of women much needed access to effective contraception. The application is still pending.

“This historic application marks a groundbreaking moment in contraceptive access and reproductive equity in the United States,” said HRA Pharma’s Chief Strategic Operations and Innovation Officer Frédérique Welgryn. “More than 60 years ago, prescription birth control pills in the United States empowered women to plan if and when they want to get pregnant. Moving a safe and effective prescription birth control pill to OTC will help even more women and people access contraception without facing unnecessary barriers.”

Learn more at www.perrigo.com/women-health.

Business Spotlight – Natural Self-Care Alternatives

Perrigo explores THC-Free CBD and other 'Science-Based Naturals' options for people wanting an alternative to classical drug products

Science-based naturals remains one of Perrigo's growth platforms, and the fast-growing and rapidly evolving cannabidiol ("CBD") market is emerging organically in response to increasing consumer demand for natural remedies. Integrating HRA into our company could not be timelier, as our innovation team continues to explore the THC-free CBD market and other plant extracts for self-care. Perrigo is also exploring the use of CBD and other science-based naturals for various uses including some relating to skin and hair care.

"I am passionate about developing self-care products with natural-based plant extracts that can improve people's lives," said Perrigo Senior Director of New Product Innovation Cynthia M. Barber, PhD. "Research tells us that CBD and other plant extracts can address a variety of conditions. The science is there and providing options for all consumers, including those who prefer more natural options, is paramount to my work and Perrigo's efforts in this space."



Cynthia M. Barber, PhD

A 2019 Gallup poll revealed that one in seven Americans say they use CBD-based products. CBD users cite relief from pain (40%), anxiety (20%), insomnia (11%) and arthritis (8%) as the top reasons for use. Gallup's data also revealed that women are more likely than men to use CBD products for anxiety (25% vs. 14%, respectively), and men are more likely than women to use them for sleep aids (15% vs. 8%).

These Gallup results reflect use outside of the current regulatory pathways and Dr. Barber commented that we welcome the recent news from FDA that they intend to work with Congress to clarify the pathways for industry going forward.

Dr. Barber has a long tenure of success in her field. She is a recognized expert in biochemistry, molecular biology, epigenetics, nutrition, and diabetes. In addition, Dr. Barber closely monitors regulatory developments in cannabis and the emerging CBD market with an eye on product development.

2022 DEI Report Appendix

All data is reported as of December 31, 2022.

Global Gender Representation* (2022)

Level	Female		Male		Non-binary		Transgender		Total Self-Disclosed	Prefer Not to Answer
Board of Directors	3	30%	7	70%	0	0%	0	0%	10	0
Perrigo Colleagues										
Operating Committee	3	30%	7	70%	0	0%	0	0%	10	0
Vice President	19	31%	43	69%	0	0%	0	0%	62	1
Director	66	40%	99	60%	0	0%	0	0%	165	2
Manager	382	45%	466	55%	0	0%	0	0%	848	9
Individual Contributors	2,290	57%	1,699	43%	1	0%	0	0%	3,990	42
Operators	1,199	37%	2,004	62%	1	0%	3	0%	3,207	58
Company-wide	3,959	48%	4,318	52%	2	0.02%	3	0.04%	8,282	112

Global Age Distribution (2022)

Level	16-25	26-35	36-45	46-54	55 & Above	Does Not Report	Total
Board of Directors	0	0	0	1	9	0	10
Perrigo Colleagues							
Operating Committee	0	0	1	3	6	0	10
Vice President	0	1	16	32	14	0	63
Director	0	4	68	57	38	0	167
Manager	0	124	354	236	142	1	857
Individual Contributors	223	1,246	1,152	805	604	2	4,032
Operators	376	705	687	703	794	0	3,265
Company-wide	599	2,080	2,278	1,836	1,598	3	8,394

*Percentage calculations do not include those who "prefer not to answer"

*Reported data is based on a combination of employee self-disclosure (where legally permissible and available) and leader input (estimation where legally permissible) where data is unavailable.

U.S. Race / Ethnicity Representation (2022)

Level	Hispanic or Latino		White		Black or African American		Asian		Two or More Races		American Indian or Alaskan Native		Native Hawaiian or other Pacific Islander		Total Self-Disclosed	Prefers Not to Answer
Board of Directors	0	0%	9	90%	1	10%	0	0%	0	0%	0	0%	0	0%	10	0
Perrigo Colleagues																
Operating Committee	1	17%	5	83%	0	0%	0	0%	0	0%	0	0%	0	0%	6	1
Vice President	0	0%	35	90%	2	5%	2	5%	0	0%	0	0%	0	0%	39	2
Director	2	2%	77	88%	0	0%	4	5%	3	3%	1	1%	1	1%	88	7
Manager	8	2%	319	87%	4	1%	28	8%	7	2%	0	0%	0	0%	366	21
Individual Contributors	111	6%	1,431	82%	61	3%	114	7%	24	1%	5	0%	2	0%	1,748	115
Operators	309	12%	1,791	72%	137	5%	214	9%	37	1%	10	0.4%	5	0.2%	2,503	201
U.S. Total	431	9%	3,658	77%	204	4%	362	8%	71	1%	16	0.3%	8	0.2%	4,750	347

U.S. Veteran and U.S. Disability (2022)

Level	Veteran				Disability					
	U.S. Veteran		Not a U.S. Veteran	Total Self-Disclosed Veterans	Prefers Not to Answer	Disability		Does Not Have a Disability	Total Self-Disclosed	Prefers Not to Answer
Board of Directors	0	0%	10	10	0	0	0%	10	10	0
Perrigo Colleagues										
Operating Committee	0	0%	6	6	1	1	17%	5	6	1
Vice President	1	3%	39	40	1	1	5%	20	21	20
Director	3	4%	84	87	8	0	0%	60	60	35
Manager	10	3%	359	369	18	14	6%	231	245	142
Individual Contributors	61	4%	1,693	1,754	109	97	8%	1,086	1,183	680
Operators	93	4%	2,357	2,450	254	113	7%	1,410	1,523	1,181
U.S. Total	168	4%	4,538	4,706	391	226	7%	2,812	3,038	2,059

*Percentage calculations do not include those who "prefer not to answer"

*Reported data is based on a combination of employee self-disclosure (where legally permissible and available) and leader input (estimation where legally permissible) where data is unavailable.

We welcome your feedback: DEI@Perrigo.com



***To make lives better by bringing quality, affordable self-care products
that consumers trust everywhere they are sold.***

Join Us!

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