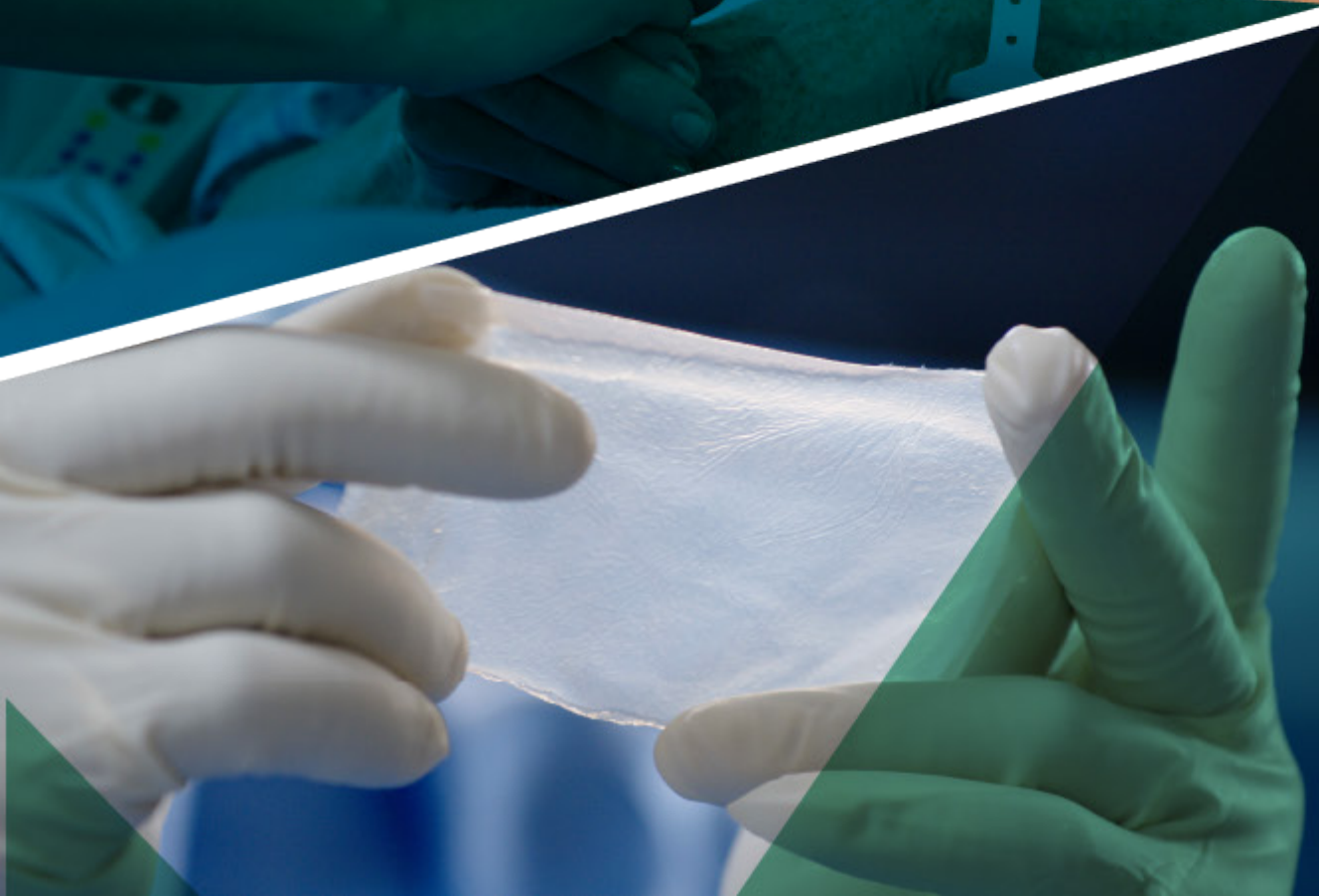




**Mallinckrodt**  
Pharmaceuticals

**2022 SUSTAINABILITY REPORT**





# About This Report

## 2022 SUSTAINABILITY REPORT

This report describes Mallinckrodt’s key activities and initiatives to advance environmental, social and governance (ESG) in 2022. It complements information contained in our **2022 Annual Report (Form 10-K)** and **2022 Irish Statutory Accounts Report**.

Unless otherwise indicated, or the context otherwise requires, all references to “Mallinckrodt,” “Mallinckrodt Pharmaceuticals,” “the company,” “we,” “us” and “our” refer to Mallinckrodt plc and its consolidated subsidiaries.

Information reported is not necessarily material to Mallinckrodt and its inclusion in this report should not be construed as an assessment or admission of its materiality. Certain of the quantitative information contained in this report is based on estimates, assumptions and third-party methodologies, some of which continue to evolve. Accordingly, actual amounts may differ from those reported and those differences may be significant. We disclaim any duty to update information provided in this report. In addition, some of the quantitative information has been provided or developed by third parties or derived from third-party data. We do not assume responsibility for the accuracy of information provided or developed by or derived from third-party sources.

Please contact **ESG@mnk.com** with any feedback or suggestions.

## CAUTIONARY STATEMENTS RELATED TO FORWARD-LOOKING STATEMENTS

Statements in this report that are not strictly historical, including, but not limited to, statements regarding Mallinckrodt’s goals regarding its ESG strategies, initiatives and commitments and the expected benefits therefrom, Mallinckrodt’s commitment to advancing its ESG programs and strategies and the reporting of its ESG metrics, and any other statements regarding events or developments Mallinckrodt believes or anticipates will or may occur in the future, may be “forward-looking” statements within the meaning of the Private Securities Litigation Reform Act of 1995, and involve a number of risks and uncertainties.

There are a number of important factors that could cause actual events to differ materially from those suggested or indicated by such forward-looking statements, and you should not place undue reliance on any such forward-looking statements. These factors include, but are not limited to, risks and uncertainties described in Mallinckrodt’s most recent Annual Report on Form 10-K, Quarterly Reports on Form 10-Q, Current Reports on Form 10-K, and other filings with the U.S. Securities and Exchange Commission (SEC), all of which are on file with the SEC and available on Mallinckrodt’s website at **www.sec.gov** and **www.mallinckrodt.com** respectively. The forward-looking statements made in this report speak only as of the date hereof and Mallinckrodt does not assume any obligation to update or revise any forward-looking statement, whether as a result of new information, future events and developments or otherwise, except as required by law.



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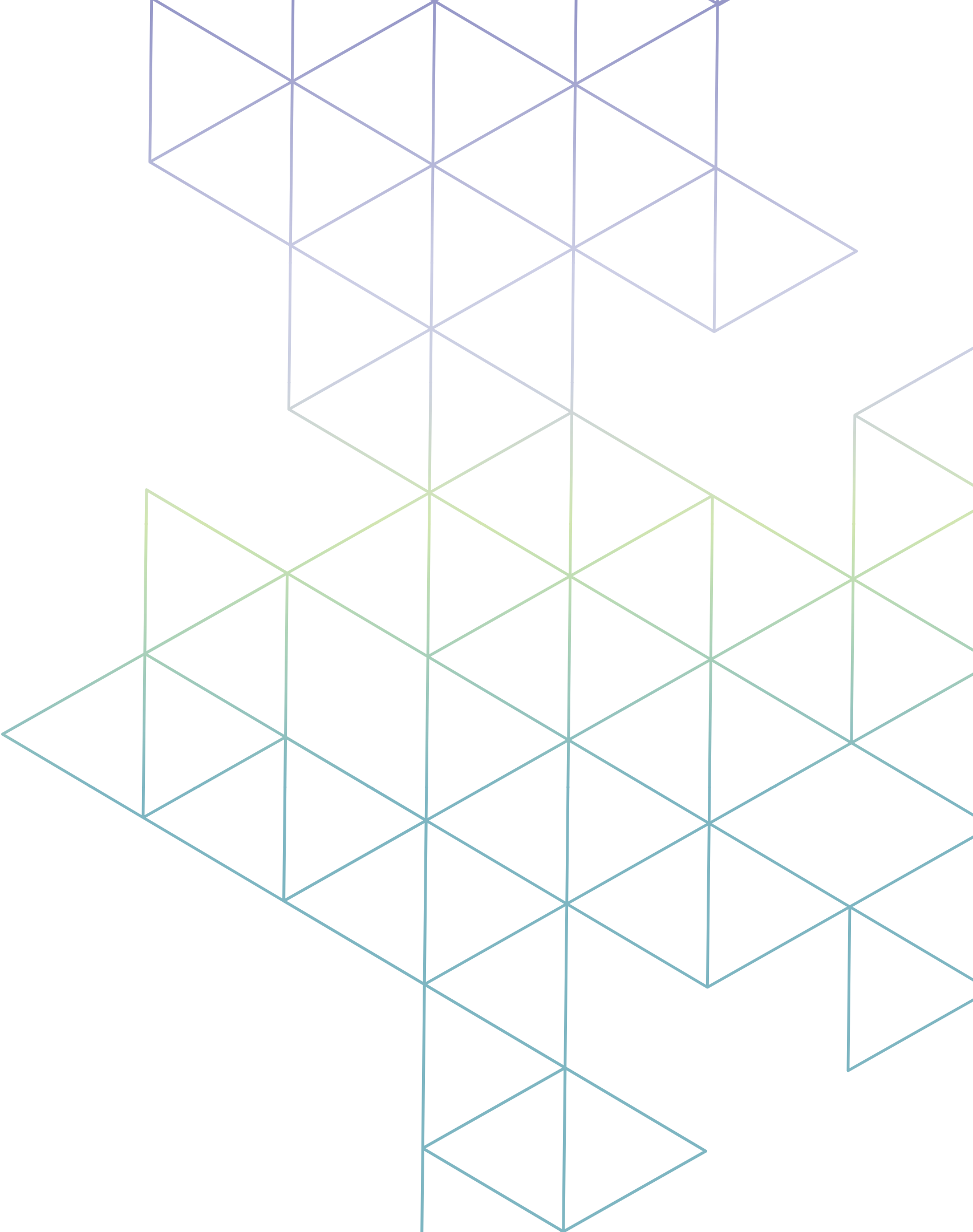
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# Letter From Our President & CEO



As the President and CEO of Mallinckrodt Pharmaceuticals, I have the honor of leading this Company during a new chapter in its 155-year history. Last year was a pivotal time for Mallinckrodt—one of transition and transformation focused on reinforcing the foundation of the business to strengthen our long-term success.

The highest priority for our management team and Board of Directors is to chart a new path forward for the Company that capitalizes on our strong heritage and ensures we can deliver sustainable value for all of our stakeholders. This will include making commitments to an environmental, social and governance (ESG) strategy and to maintaining a culture dedicated to quality, integrity and compliance.

The past year has shown me the enthusiasm and resiliency of the Mallinckrodt team, and I am proud of our 2022 achievements. Here are some key highlights:

- Received U.S. FDA approval of Terlivaz® (terlipressin) for injection and, within weeks of approval, we commercially launched this important therapeutic option for adults in the U.S. who suffer from hepatorenal syndrome.
- Formalized governance for our ESG program with Board-level oversight and a new ESG Steering Committee—led by our Executive Vice President and Chief Transformation Officer—responsible for strategy, metrics and reporting.
- Strengthened our Integrity & Compliance program by publishing a refreshed Code of Conduct that provides a set of principles and standards to guide ethical decision making. I'm pleased to report that more than 99% of eligible employees completed annual Code of Conduct training.
- Advanced our commitment to diversity, equity and inclusion with the appointments of multiple women, individuals of ethnic and racial diversity and members of the LGBTQ+ community to our Executive Committee and Board of Directors, as well as retained our long-standing “Best Places to Work for LGBTQ+ Equality” designation from the Human Rights Campaign Foundation. We also enhanced mental health resources and provided greater work flexibility and support benefits for parents and caregivers.

- Celebrated the groundbreaking for a manufacturing expansion at our Specialty Generics site in Greenville, Illinois, United States, allowing us to grow our capacity and ensure a stable supply of essential medicines, like acetaminophen.
- Continued to support patient-centric charities and the communities in which we operate. Mallinckrodt celebrated its sixth annual Global Month of Service, our signature employee volunteerism initiative, and gave each employee an extra day off for community service.

I am pleased to share more on our priorities and progress within this report. We have taken steps to enhance the transparency of our reporting to provide greater detail around the issues of importance to our stakeholders, including providing an ESG data summary. These actions are only a starting point for a broader evolution of our ESG approach and further embedding it throughout our business and operations.

It is a privilege to lead this organization with talented employees who are dedicated to improving outcomes for underserved patients with severe and critical conditions. A sincere thank you goes out to every single team member at Mallinckrodt. It is their passion and dedication that will fuel our efforts to help build a healthier, more sustainable and inclusive world for everyone.

Sincerely,

Sigurdur (Siggi) Olafsson  
President & Chief Executive Officer





# About Mallinckrodt

## OUR BUSINESS

Mallinckrodt is a global specialty pharmaceutical company focused on improving outcomes for underserved patients with severe and critical conditions. Our purpose-driven organization is fueled by a passion and relentless determination to solve complex challenges, improving the lives of patients around the world.

Year Founded	2022 Net Sales	Publicly Traded	Board of Directors
1867	\$1.914 billion	NYSE American: MNK	9 members all independent apart from CEO
Employees	Headquarters	Manufacturing Sites	Other Sites
2,600+	Dublin, Ireland	10	20

## OUR VALUES



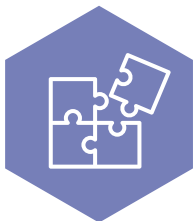
Patient-Centric



Innovative



Integrity



Collaborative





## OUR PORTFOLIO

Mallinckrodt specializes in developing, manufacturing and distributing specialty pharmaceutical products and therapies. We provide medicines to address unmet patient needs, stemming from 155+ years of using our unique strengths, experience and expertise to help improve people's lives. We serve patients through two business segments:

### Specialty Brands

A global specialty pharmaceutical business developing and commercializing specialty branded pharmaceutical medicines for patients with significant unmet medical needs. Our focus includes autoimmune and rare diseases in the specialty areas of neurology, rheumatology, hepatology, nephrology, pulmonology, ophthalmology and oncology; immunotherapy and neonatal respiratory critical care therapies; analgesics; cultured skin substitutes; and gastrointestinal products.

**Acthar<sup>®</sup>GEL**  
(repository corticotropin injection) 80 U/mL

**amitiza<sup>®</sup>**  
lubiprostone

**INOmax<sup>®</sup>**  
(nitric oxide) GAS FOR INHALATION

**StrataGraft<sup>®</sup>**  
allogeneic cultured keratinocytes and dermal fibroblasts in murine collagen - dsat

**Terlivaz<sup>®</sup>**  
terlipressin for injection

**Therakos<sup>®</sup>**  
PHOTOPHERESIS

### Specialty Generics

A U.S.-based, vertically integrated business producing high-quality specialty generic drugs, including medicines in the areas of analgesia, substance abuse and ADHD, and active pharmaceutical ingredients (API) in complex markets. We are among the world's largest manufacturers of bulk acetaminophen and the only producer of acetaminophen in the North American and European regions with cGMP-compliant manufacturing facilities located exclusively in the U.S.

“The FDA approval of Terlivaz marks a significant milestone in our relentless pursuit of innovative treatments. This therapy opens new doors of hope for patients with hepatorenal syndrome—helping rewrite the narrative of their disease. This achievement is a testament to the unwavering dedication and perseverance of our team, who have worked tirelessly to bring this treatment option to U.S. patients in need.”

**Dr. Peter Richardson**  
Executive Vice President  
and Chief Scientific Officer



## 2022 HIGHLIGHT

Mallinckrodt received U.S. FDA approval of Terlivaz<sup>®</sup> (terlipressin) for injection for the treatment of hepatorenal syndrome in adult patients.



## OUR PIPELINE

Mallinckrodt invests in research and development (R&D) to build a diverse portfolio of specialty pharmaceuticals and medical devices that provide value to patients, healthcare providers and payers.

### Specialty Brands

Our R&D activities center on supporting our current late-stage product development, maximizing new product launches and accelerating additional lifecycle management opportunities, inclusive of new product enhancements, line extensions and geo-expansions. Our strategy focuses on growth, including pipeline opportunities related to late-stage development products to meet the needs of underserved patient populations, where we execute on the development process and perform clinical trials to support regulatory approval of new products.

Data generation is an important strategic driver for our products, as it extends evidence in approved uses, label enhancements and new indications. Our data strategy is realized through investments in both clinical and health economic activities. We are committed to supporting research that helps advance the understanding and treatment of a variety of disease states that will further the development of our currently marketed products. To learn more about our Specialty Brands pipeline, visit our [website](#).

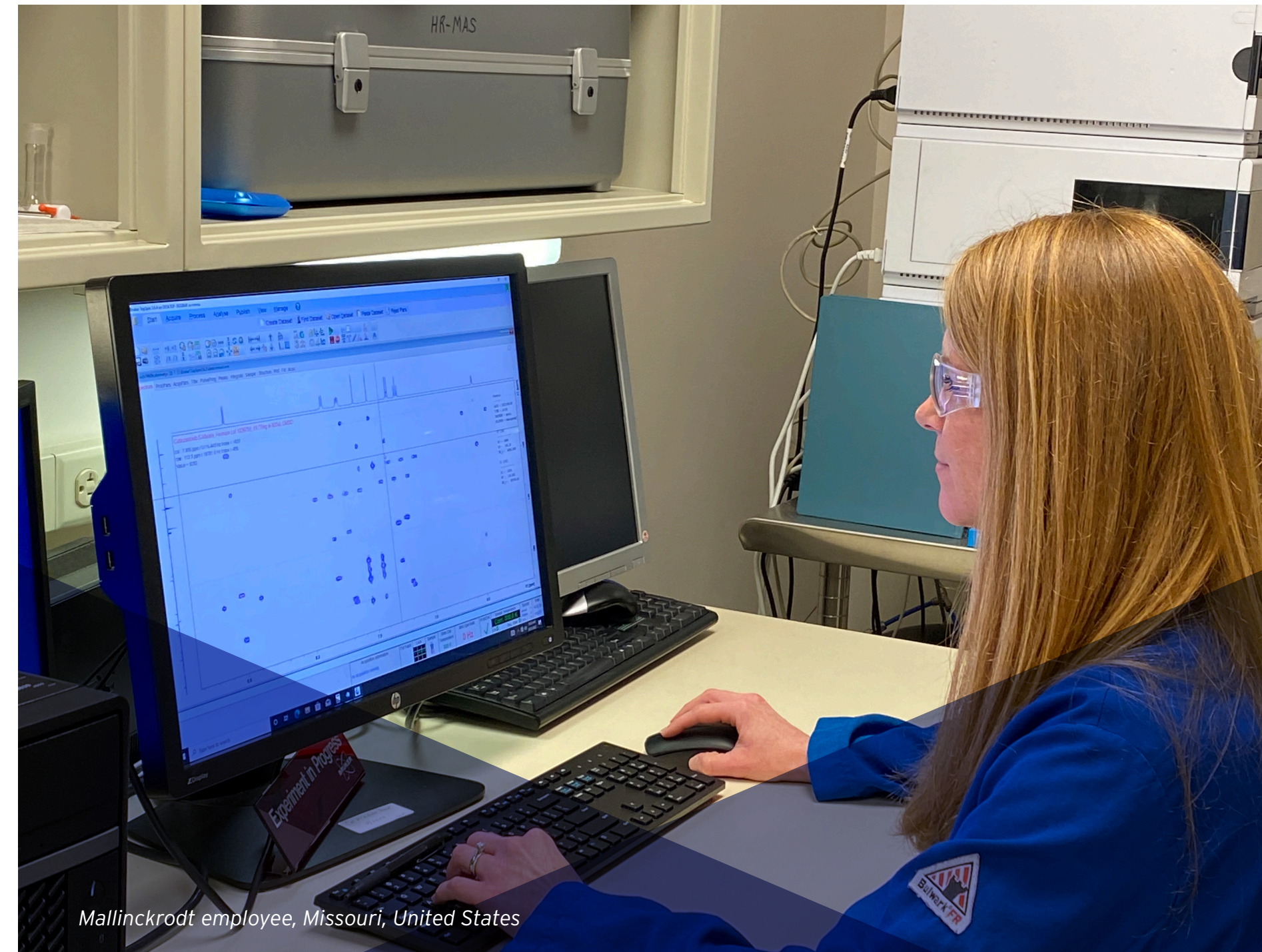
### Specialty Generics

The R&D efforts in this segment are focused on hard-to-manufacture pharmaceuticals with difficult-to-replicate pharmacokinetic profiles and products that would benefit from Mallinckrodt's vertically integrated manufacturing capabilities. Our Specialty Generics pipeline consists of several products in various stages of development.

We are developing a number of complex generic pharmaceutical products that take advantage of our API and drug product manufacturing capabilities, as well as our experience in working with external manufacturing organizations. At the end of 2022, we had five Abbreviated New Drug Applications at various stages of review with the FDA and a diverse portfolio of oral, solid and parenteral formulations under development.



Total R&D investment was 6-7% of net sales.





# ESG at Mallinckrodt

## OUR COMMITMENT TO OPERATING RESPONSIBLY

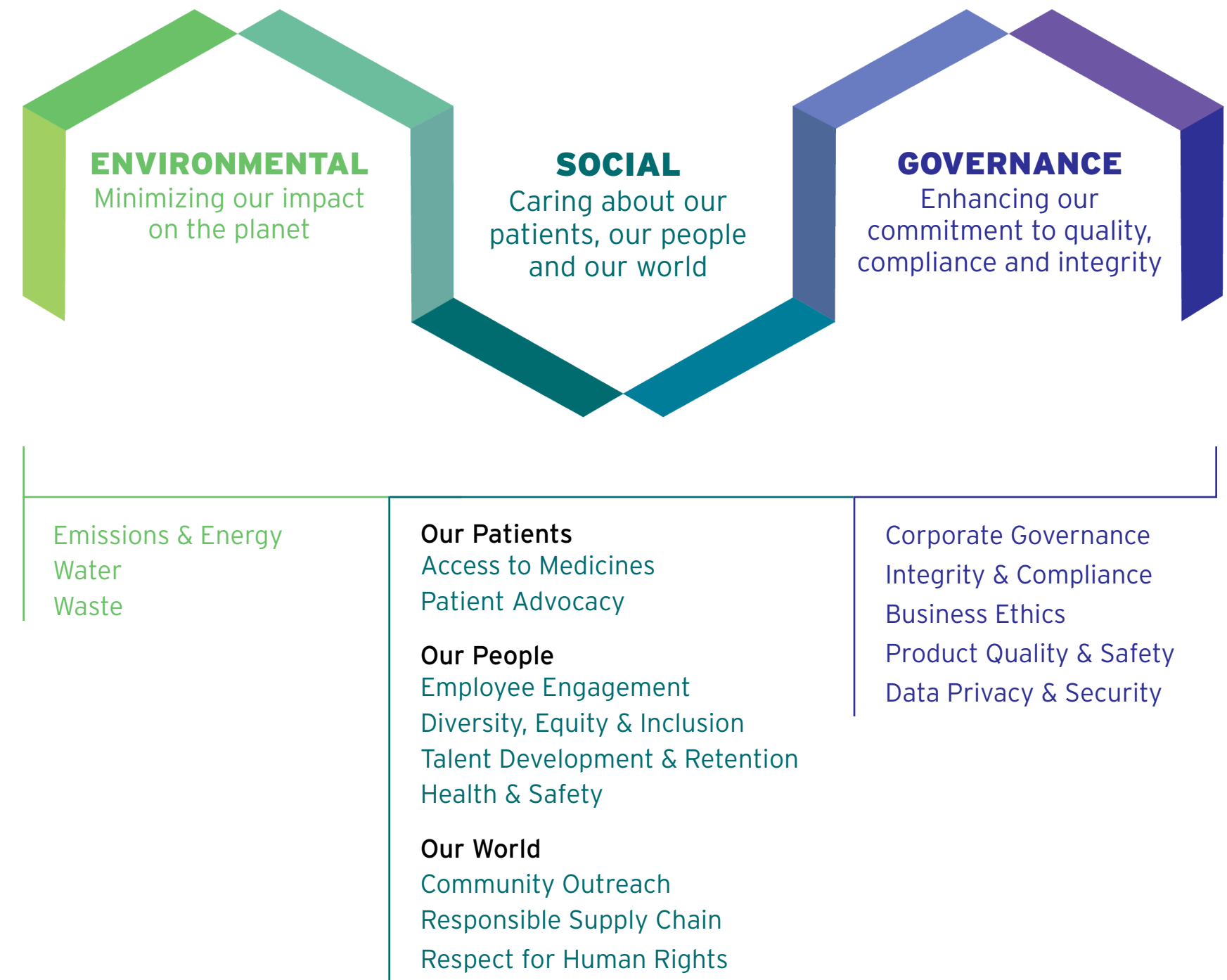
Mallinckrodt strives to be a force for good. Now more than ever, businesses are important contributors to solving the many challenges we face as a society. We have a commitment to do more and are taking steps to ensure we operate and grow responsibly. We believe ESG is foundational to creating long-term value for all our stakeholders, including patients, employees, customers, shareholders and our communities.

Mallinckrodt is committed to making ESG a strategic imperative for the company, building a robust program and reporting our progress transparently. In 2022, we made significant progress developing our Sustainability strategy and framework. As part of this, we consulted with our internal ESG Steering Committee and executive leadership to identify the ESG topics that are important to our business and to our stakeholders. Focusing on these priority topics supports us in effectively managing risks, recognizing opportunities, and building a sustainable business for the long-term.

## Next Steps in Our ESG Commitment

We have plans to embark on several important initiatives to support our ESG journey over the next one to three years.

- Conduct a materiality assessment to validate and ensure we are focusing on the ESG factors that have the greatest potential impact on our operations, stakeholders and long-term value creation.
- Perform a climate risk assessment to help us better understand and manage the business risks and opportunities arising from climate change.
- Enhance and align our reporting to international sustainability frameworks to ensure consistency and transparency.
- Develop short-, medium- and long-term measurable goals in ESG priority areas to drive progress and hold ourselves accountable.



## ESG GOVERNANCE

Mallinckrodt's Board of Directors is responsible for incorporating ESG into its long-term strategy and risk management. ESG is managed at the operational level by Mallinckrodt's Executive Vice President and Chief Transformation Officer who leads a cross-functional ESG Steering Committee, responsible for strategy implementation, stakeholder engagement, disclosures and reporting. ESG working groups manage specific programs and initiatives to ensure progress and accountability. This new governance structure was developed in 2022 and is being fully implemented in 2023.

### Board of Directors

While the Board of Directors oversees all ESG activities and provides overall strategic guidance and direction, each committee is delegated certain areas of focus. The Board of Directors receives regular updates from its committees on their respective ESG-related progress.

Audit Committee	Governance & Compliance Committee	Human Resources Compensation Committee
<ul style="list-style-type: none"> <li>Oversees U.S. SEC and other reporting requirements related to ESG and ESG-related risks.</li> <li>Monitors and receives updates on changes to ESG guidelines and reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews emerging trends, regulations and best practices related to ESG.</li> <li>Oversees the ESG strategy and development of corporate metrics, and receives regular updates from the ESG Team.</li> </ul>	<ul style="list-style-type: none"> <li>When appropriate, establishes and oversees KPIs linked to ESG goals.</li> <li>Oversees ESG-related employment initiatives, including Diversity, Equity &amp; Inclusion.</li> </ul>

### ESG Steering Committee

Chaired by Executive Vice President and Chief Transformation Officer; responsible for implementing and advancing ESG strategy, including disclosures, metrics and targets.

### ESG Strategic Operations Team

Executes on strategic initiatives; drives cross-functional processes, workstreams, data management and dashboards; and supports reporting and communications.

### ESG Working Groups

Issue-specific, cross-functional teams

“I'm proud of the progress we've made to strengthen ESG oversight and integrate ESG into our business strategy. We have a responsibility to our stakeholders to prioritize ESG in all that we do. By doing so, we can build a sustainable business that creates long-term value and a better future for our patients, our company and our planet.”

**Henriette Nielsen**  
Executive Vice President and  
Chief Transformation Officer



## 2022 HIGHLIGHTS

- Strengthened ESG governance by establishing Board-level oversight and an ESG Steering Committee.
- Developed a Sustainability Framework to guide our actions and reporting.



# ENVIRONMENTAL

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*Our global headquarters in Dublin, Ireland, sourced 100% renewable energy in 2022.*



# Emissions & Energy

Mallinckrodt is committed to conducting business in a manner that minimizes the environmental impacts of our operations and promotes responsible management of resources. We strive to design our products and processes in a way that reduces our environmental impact, while meeting the needs of customers.

## 2022 Greenhouse Gas (GHG) Emissions and Energy Data<sup>1</sup>

	Specialty Brands	Specialty Generics	Total
Global Scope 1 GHG Emissions (metric tons CO <sub>2</sub> e)	7,188	82,363	89,551
Global Scope 2 GHG Emissions (metric tons CO <sub>2</sub> e)	13,062	69,285	82,347
Total Natural Gas and Fuel Consumption (MWh)	32,994	437,682	470,676
Total Electricity Consumption (MWh)	22,734	128,564	151,298

<sup>1</sup>Our baseline for both Scope 1 and Scope 2 GHG emissions were reset in 2022 in accordance with the Greenhouse Gas Protocol methodology and some updated emission factors. The 2022 baseline is set based on operational control boundaries and includes all Mallinckrodt sites and leased vehicles. We will continue to monitor these key performance indicators with the aim of reducing our environmental impact.



## 2022 HIGHLIGHTS

- Our global headquarters in Dublin, Ireland, sourced 100% renewable energy.
- Numerous facilities have upgraded to more energy-efficient manufacturing equipment and LED lights. Many of our capital projects resulted in process improvements and reduced energy use.
- Electric vehicle charging stations are available at four of our corporate offices to encourage sustainable transportation.
- Our manufacturing facility in Raleigh, North Carolina, United States, uses landfill gas that has been captured and converted into a renewable biomass fuel source. Landfill gas makes up 22% of all fuels consumed at the Raleigh plant. The site also uses process waste as fuel for boilers, reducing disposal costs and external energy sourced.
- 16% of the electricity used at our Sanda plant and Kobe laboratory in Japan came from renewable sources.



Mallinckrodt campus, Missouri, United States



# Water

At Mallinckrodt, we strive to conserve and use water wisely. Our efforts to be better stewards of water are continuously evolving and improving. We have ongoing initiatives to evaluate and enhance our water management and consumption practices throughout the organization. We employ a variety of strategies to reduce water use, including equipment maintenance, exploring the use of more water-efficient systems and educating our workforce at our manufacturing facilities on using water more responsibly.

Our largest manufacturing facility, located in St. Louis, Missouri, United States, reduced its water usage by more than 50% since 2016, as part of an intensive water conservation program. The site achieved these results by installing water meters and replacing lift pumps, as well as monitoring and tracking daily water flow and trends throughout the plant. Leaks and unnecessary usage were addressed accordingly. Lessons learned from this conservation program will guide efforts to reduce and optimize water use at our other large U.S. manufacturing facilities.

“ We’re incredibly proud of our progress so far at the St. Louis manufacturing site. These achievements underscore our commitment to reduce our environmental impact and implement sustainable business practices. I look forward to finding additional ways to drive efficiencies and share best practices throughout our operations.”

**Steven Hawthorne**  
Vice President, Specialty Generics Manufacturing



## 2022 Water Data<sup>1</sup>

	Specialty Brands	Specialty Generics	Total
Total Water Withdrawal (cubic meters)	72,898	1,090,311	1,163,209

<sup>1</sup>Our baseline for water data was reset in 2022 to include all Mallinckrodt sites.



## 2022 HIGHLIGHTS

- Our St. Louis, Missouri, United States, manufacturing facility received the 2022 Industrial Pretreatment Gold Award by the Missouri Water Environment Association in recognition of its environmental excellence in wastewater management and standards.
- Our Raleigh, North Carolina, United States, manufacturing facility received the 2022 Environmental Stewardship Award by the City of Raleigh Water for 100% compliance with industrial pretreatment program requirements and our commitment to environmental standards.

# Waste

Mallinckrodt’s sites and facilities follow waste management plans designed to reduce waste generation and improve disposal practices. We evaluate how to minimize waste throughout our operations on an ongoing basis.

- Prior to introducing new processes or modifying existing ones, we examine ways to implement source reduction and waste minimization to reduce the volume and toxicity of solid and hazardous waste that is generated.
- Vendors used to transport, treat, store or dispose of waste are internally vetted and appropriately permitted from the applicable regulatory authority.
- Where possible, we recycle in-process materials or process by-products through reuse and reclamation, lowering the costs of waste management and raw materials, and increasing production efficiencies.

## 2022 Waste Data<sup>1</sup>

	Specialty Brands	Specialty Generics	Total
Total Hazardous Waste (metric tons)	84	4,869	4,953
% Hazardous Recycled/Reclaimed <sup>2</sup>	19%	89%	88%

<sup>1</sup>Our baseline for waste data was reset in 2022 to include all Mallinckrodt sites.  
<sup>2</sup>Total based on quantity of hazardous waste recycled or reclaimed (on-site or off-site), divided by the total hazardous waste generated.



## 2022 HIGHLIGHTS

- 88% of hazardous waste generated was recycled or reclaimed. For example, 93% of the hazardous waste generated at our Raleigh, North Carolina, United States, facility was used on-site for energy recovery as a fuel source.
- Our global headquarters and plant in Dublin, Ireland, recycled or reclaimed over 50% of non-hazardous waste. All food waste is composted, and no waste is sent to landfill.
- Waste solvents from our Sanda plant and Kobe laboratory in Japan are reclaimed off-site for energy generation.



Our INOmax (nitric oxide) gas for inhalation product is distributed to hospitals through a fleet of roughly 35,000 cylinders. We collect and refill these cylinders multiple times per year to reduce waste and production costs. In 2022, we were able to deliver 83,087 cylinders of INOmax for patients using only refilled cylinders. No new cylinders were added to the fleet in 2022.





# SOCIAL

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Mallinckrodt supports STEM education programs.



Members of Mallinckrodt's Veterans Business Resource Group volunteering at the Veterans Community Project, Missouri, United States.



## OUR PATIENTS

# Access to Medicines

At Mallinckrodt, we believe every patient should have access to the medicines they need. We support actions to reduce patient out-of-pocket costs and provide access to new therapies through innovative and compliant reimbursement and delivery models. Through collaboration with patient organizations and other stakeholders, we work to foster ideas and actions that can improve patient access to timely, necessary medications and reduce hurdles patients may face when seeking appropriate treatment options.

These include efforts such as considering new policy proposals to pay for or cover innovative therapies for Medicare and Medicaid beneficiaries, reducing patient out-of-pocket costs in the Medicare program, and ensuring a stable supply of pharmaceutical ingredients for the production of medicines. Additionally, we supported redesigning the Medicare Part D program to cap beneficiary out-of-pocket costs and allowing seniors to spread those costs over the course of their plan year, creating predictability for patients. Through cross-industry collaboration and development of new policy considerations, we continue to bolster patient access to treatment.

We also offer assistance programs and commercial co-pay assistance for certain branded pharmaceuticals to appropriate patients who qualify.

## ACTHAR® PATIENT SUPPORT AND COMMERCIAL CO-PAY ASSISTANCE

Patients prescribed FDA-approved Acthar Gel (repository corticotropin injection) can be enrolled by their physician in our patient support program, which includes personalized support from a dedicated Nurse Navigator and Case Manager, as well as support navigating access and coverage through the insurance approval process at no cost.



### 2022 HIGHLIGHT

\$938.7 million<sup>1</sup> worth of free medicine was donated through the Acthar patient assistance program.

<sup>1</sup>Product donations are valued at wholesale acquisition cost.

Additionally, patients with little or no insurance who qualify can apply to our patient assistance program to receive their Acthar prescription at no cost. We also offer co-pay assistance for eligible patients with commercial or private insurance, which is designed to lower patient co-pays to \$0, covering up to \$15,000 annually.

## HEALTH ECONOMICS AND OUTCOMES RESEARCH

Another way we advance access to medicines is through Health Economics and Outcomes Research (HEOR). HEOR plays a critical role in improving patient access to medicine by providing evidence of the value of treatments, identifying areas of unmet need, and supporting the development of new treatments through the evaluation of clinical, economic and quality of life data. Our HEOR team has helped implement industry-leading capabilities to advance patient access to groundbreaking therapies and impact healthcare decision-making. In 2022, the team completed 18 research initiatives and delivered 27 publications in peer-reviewed journals or presentations at scientific conferences.





## ENSURING A STABLE SUPPLY OF ESSENTIAL MEDICINES

Mallinckrodt's site in Greenville, Illinois, United States, celebrated groundbreaking for a significant new expansion in 2022. One of five domestic manufacturing plants operated by our Specialty Generics segment, the Greenville site plays a key role in Mallinckrodt's U.S. supply chain for producing essential patient medicines. Acetaminophen and ibuprofen produced at the plant are distributed to more than 40 countries around the world.

In 2022, we invested \$13 million to expand the facility with a new 3,000-square-foot, multi-story acetaminophen manufacturing suite and an additional 9,000 square feet of warehouse space. The project is expected to be completed and become fully operational in the third quarter of 2023 and is the largest investment at the site since Mallinckrodt acquired it in the early 1970s. It increases our capacity for producing compressible forms of acetaminophen, strengthening our ability to deliver a steady supply of this critical medicine and support future growth.

“As the largest vertically integrated, entirely domestic generics manufacturer, Mallinckrodt represents what 'Made in the USA' is all about. Investing in our domestic pharmaceutical production not only bolsters local economies like Greenville, it also contributes to a secure supply chain in a time of heightened global uncertainty.”

**Stephen Welch**  
Executive Vice President and  
Head of Specialty Generics



*Mallinckrodt celebrates its manufacturing plant expansion with employees and members of the local community, Illinois, United States.*



## OUR PATIENTS

# Patient Advocacy

Patient-centricity grounds our work. Mallinckrodt engages with advocacy groups to better understand the experiences of patients and caregivers, as well as to support patient education, awareness and advocacy efforts.

Every interaction we have with the advocacy community is an opportunity to gain perspective and build trust. As such, we strive to ensure every encounter is:

**Ethical:** Maintaining the highest standards of integrity.

**Transparent:** Remaining open and honest in all interactions.

**Non-promotional:** Ensuring relationships are non-promotional in nature and are not based on a level of support of Mallinckrodt products.

**Independent:** Safeguarding the autonomy of patient and organizational beliefs.

**Compliant:** Adhering to Mallinckrodt and industry policies and government rules, regulations and guidelines.

“Serving on Mallinckrodt’s Patient Advisory Board has been an extraordinary opportunity to work with leaders of other advocacy organizations on a shared mission to improve the lives of patients. The Advisory Board allows us to connect, share and learn from one another in an open and collaborative environment all for the benefit of patients. Thank you to Mallinckrodt for their continued support of the advocacy community.”



**Mary McGowan**  
CEO, Foundation for Sarcoidosis Research

## MALLINCKRODT PATIENT ADVISORY BOARD

Mallinckrodt’s Patient Advisory Board (PAB) enhances our connection and collaboration with the patient and caregiver advocacy community. This group, composed of 16 leaders from organizations, such as the Arthritis Foundation, Foundation for Sarcoidosis Research, Lupus Foundation of America and National Alliance for Caregiving, convenes on a quarterly basis. The PAB provides a forum for members to share their unique perspectives on a range of topics to help Mallinckrodt bring the best information, services and treatments possible to patients and their care partners. Throughout 2022, the PAB focused on three primary areas: health equity, healthcare policy and legislation, and patient access challenges and solutions.



### 2022 HIGHLIGHT

Mallinckrodt engaged with 45 patient advocacy organizations across many rare and chronic disease states to address patient needs.

## ADVANCING HEALTH EQUITY

Mallinckrodt continues to focus efforts on advancing health equity and improving outcomes for underrepresented communities. We collaborate with patient advocacy organizations to improve engagement with these communities and promote greater awareness of health disparities in our key therapeutic areas of focus. Some examples of our support in 2022 include:

**NephCure Rare Kidney Disease Screening Campaign:** This campaign seeks to address the fact that individuals in communities of color, in rural communities, or from disadvantaged socioeconomic or health literacy backgrounds may have reduced access to early screening opportunities that could help identify rare kidney disease (RKD) in its earlier stages. The RKD Screening Campaign will help raise awareness of RKD and early warning signs and symptoms in communities around the U.S., as well as online, and will give participants access to an online (or paper) kidney health assessment to gauge current risk and help start the conversation around kidneys and kidney health. This campaign will also provide urinalysis and genetic testing opportunities and interactive opportunities for participants to build connections and share their stories.

**Myositis Association Affinity Groups:** This program offers a safe space where myositis patients can create connections and feel supported by others who share more in common than just myositis. The affinity groups are an important part of Myositis Association's patient advocacy, equity and access efforts, and include communities for those who are Spanish-speaking, caregivers, LGBTQIA+ and women of color.

**Think Liver Think Life™ Campaign:** This is a national public health campaign from the American Liver Foundation (ALF) that aims to ensure every American understands their risk for liver disease, receives the appropriate diagnostic testing and care coordination, and feels well-informed and supported throughout their disease journey. The campaign currently focuses on two disease states—fatty liver disease and liver cancer—and will expand over time. ALF partners and collaborates with key stakeholders, Federally Qualified Health Centers, health departments, diverse faith-based and community groups, and other voluntary health organizations to support the campaign. Initially launched in 10 states in the U.S., ALF plans to activate the campaign in all 50 states by 2026, in conjunction with its 50th anniversary.





## OUR PEOPLE

# Employee Engagement

At Mallinckrodt, we value employee feedback. We are intentional about creating a culture where people can speak freely and are empowered to ask questions. Employee feedback is solicited through one-on-one sessions, focus groups and surveys to help inform our talent attraction, retention and development strategy. In 2022, we conducted periodic check-ins with employees through “pulse” surveys to ensure they felt engaged and supported, both personally and professionally. We have plans for a more robust employee engagement survey in 2023 to further assess Mallinckrodt’s progress in our goal to be a great place to work.

## CELEBRATING OUR VALUES

We want our colleagues to know their hard work is appreciated and valued. Our global employee recognition program, iImpact, allows employees to acknowledge and celebrate their colleagues’ contributions to our success. Colleagues can acknowledge one another with a simple thank you note, offer congratulations on a special life event or choose a monetary award when someone goes above and beyond.



Mallinckrodt employees, Ireland



Mallinckrodt employees, New Jersey, United States

## 2022 HIGHLIGHT

Nearly 17,000 iImpact awards and/or e-cards were sent.



## OUR PEOPLE

# Diversity, Equity & Inclusion

At Mallinckrodt, we believe innovation stems from diversity of thought and experience. We make it a priority to foster a culture of belonging and to create a safe and welcoming environment where all team members are respected and celebrated for their unique identities, cultures and experiences. We have established policies and practices to protect our employees and applicants from discrimination of any kind and we comply with applicable state and local laws governing nondiscrimination.

Our Diversity, Equity & Inclusion (DEI) Council and Business Resource Groups (BRGs) play key roles in cultivating and inspiring our inclusive culture. BRGs are employee-led groups that are open to everyone and center around shared interests, identities and/or affiliations. They offer employees unique networking, professional development and community outreach opportunities, and help promote greater cultural understanding throughout the organization. Each BRG is sponsored by a member of Mallinckrodt's Executive Committee.



## BEST PLACES TO WORK

Our approach to DEI continues to receive national recognition. Since 2017, Mallinckrodt has been recognized as a "Best Places to Work for LGBTQ+ Equality" from the Human Rights Campaign Foundation's Corporate Equality Index—a national benchmarking survey that evaluates LGBTQ+-related workplace policies and practices.



*Women in Business BRG hosted a roundtable discussion on gender diversity with members of Mallinckrodt's Executive Committee as part of Women's Equality Day.*



# BUSINESS RESOURCE GROUPS (BRGs)

Mallinckrodt’s BRGs help build a more diverse, equitable and inclusive culture, as well as support the implementation of our corporate strategy and goals.

## Our BRGs

### African American

Raise diversity awareness and inclusiveness between leaders and colleagues, helping to promote the growth, success and retention of African American employees.

### Champion Circles

Connect employees with each other. Small groups come together across roles, levels and locations to foster peer-to-peer mentorship and professional development.

### Family First

Foster a workplace where parents and caregivers feel welcome, recognized and supported to balance the responsibilities at home and work.

### International

Build a welcoming and inclusive culture across the entire company and ensure our DEI efforts are reflective of all employees globally.

### Namaste Asia

Support and empower Asian American and Pacific Islander employees. Promote a more inclusive workplace through cultural heritage programs, professional development and camaraderie.

### PrideAlliance

Create a safe and inclusive space for LGBTQ+ employees and allies to connect, support each other and work towards a more inclusive workplace.

### Veterans

Provide a supportive community for our employees and family members who have served or are currently serving in the military.

### Women In Business

Empower women to be confident and prepared to reach their full potential in their career aspirations and personal endeavors.



## 2022 HIGHLIGHTS

- **African American BRG** hosted its third-annual summit that included leadership and guest speakers discussing how Mallinckrodt can play a role in bringing equity to underrepresented groups.
- **International BRG** launched to ensure DEI efforts reflect all our employees globally—with members representing Europe, Canada, Japan and Australia.
- **Namaste Asia BRG** celebrated Asian American Pacific Islander Heritage Month, and hosted an educational webinar that explored the misconceptions about Asian Americans that create impediments to leadership and collaboration.
- **PrideAlliance BRG** hosted a roundtable discussion about transgender and nonbinary inclusion and allyship, and “Steps for Pride,” where employees globally walked 25,097,333 steps as a sign of support for the LGBTQ+ community.
- **Veterans BRG** hosted two employee volunteer opportunities supporting Veterans Community Project—St. Louis and the 9/11 National Day of Service and Remembrance Community Meal Pack.
- **Women in Business BRG** hosted quarterly “Climb the Ladder” skill-building workshops, and a roundtable discussion with members of our Executive Committee on gender diversity and allyship.



CEO Siggí Olafsson met with members of our African American BRG.



## OUR PEOPLE

# Talent Development & Retention

## LEARNING AND DEVELOPMENT

Creating a culture of continuous learning and development is a priority at Mallinckrodt. We empower our more than 2,600 team members with a variety of programs and tools to aid personal and professional growth. Our global talent strategy helps us identify and align individual employee aspirations with business needs to support development and succession planning across the organization.

To meet the varied needs, interests and career aspirations of our workforce, we offer a wide range of leadership and individual development offerings, inclusive of, but not limited to, tuition reimbursement, leadership development training, individual development planning, a robust library of on-demand e-learning content, workshops and seminars, networking, and professional coaching. We also partner with external organizations and invest in programs specifically aimed at advancing diverse talent. Guest speakers and employee-led panels are also part of our education and development initiatives.

### Career Compass

Through Career Compass, our learning and development platform, colleagues can access more than 10,000 LinkedIn Learning courses, as well as a variety of other self-guided resources and tools to advance growth and development. In 2022, Mallinckrodt employees viewed more than 28,000 online videos on LinkedIn Learning.

### Management for Peak Performance

This program is aimed at providing early-career and aspiring people managers with core people management skills, and providing more experienced managers with a refresher of these core skills. Managers and supervisors are the “face of the company” to employees and play a critical role in shaping the employee experience. This program provides managers with key tools and techniques for leading their teams through day-to-day life at Mallinckrodt, so employees remain highly engaged and productive. Thirty-seven managers have completed the program since its inception in November 2022. Forty more managers will participate in 2023, and additional cohorts are being planned for 2024.

### Professional Coaching Program

In mid-2022, 23 employees from across the business completed a six-month professional coaching program. This unique experience helped them improve targeted skills through personalized one-on-one development.

## Institute for Management Studies (IMS)

As an IMS member, our employees have access to leading-edge thinkers in their subject area, including best-selling authors, academics, researchers and consultants. Each month, IMS programs cover core strategic, functional and soft-skills topics, such as communication, strategic planning, critical thinking, resilience and more. Members have access to free monthly seminars, half-day workshops, curated pathways, senior leadership series and custom solutions.

## Performance Management

Attributes of a high-performance culture are open communication, collaboration and a desire to continuously improve. Our Performance Management process supports this philosophy through consistent check-ins and ongoing feedback between employees and managers year-round. All employees participate in an annual performance review to discuss development goals and accomplishments and identify areas of opportunity. We also utilize Talent Profiles, a tool where employees can share their experiences, core capabilities and career aspirations, which can be leveraged by managers across the organization to identify career development and internal promotion opportunities.





Diverse Leadership Development

The St. Louis Business Diversity Initiative Fellows Experience is a development program designed to address the interests and challenges of mid-to-senior-level professionals of color as they work to develop and advance their careers. This year-long program enhances each participant’s leadership capacity through professional development, relationship building and civic engagement. Since 2008, over 40 Mallinckrodt employees have completed this prestigious program.

In addition, Mallinckrodt sponsored three employees in an external, six-month virtual Management Accelerator Program. This program helped rising Black, Asian and Hispanic/Latino talent build core leadership capabilities and develop a foundational understanding of key functional areas.

“ Being a part of the Fellows Experience furthered my leadership skills and has given me more clarity and confidence in my personal and professional life. I learned so much about designing the career path I want for myself and now have the courage to no longer hide in the shadows. This program helped me realize that I belong at the table.

Beverly Dillard  
Senior Accountant



## COMPENSATION AND BENEFITS

Our Total Rewards program is designed to provide comprehensive and competitive benefits that emphasize holistic wellness—supporting the physical, emotional and financial well-being of our employees and their families. We offer a variety of programs and resources to help colleagues manage work-life harmony and major events in their personal lives, such as paid time off and flexible work arrangements. Our Total Rewards program is assessed annually to support evolving employee needs. In the U.S., our employees have access to:

**Well-Being Solutions 360**, a digital platform that empowers employees and their eligible dependents to take control over their holistic well-being through educational content, free coaching and incentives for participating in activities to advance their individual journey.

**A best-in-class Employee Assistance Program (EAP)**, through UnitedHealthcare/Optum, that offers a variety of mental health resources and counseling.

**Complex Care Concierge (C3) Advocacy Support Program** for members with complex needs as they navigate the healthcare system.

**Advocacy Programs** in the areas of Cancer, Fertility, Maternity, Behavioral Health and Disease Management offer additional support, education and resources for any of these services.

**2nd.MD Program** offers second opinion services by board-certified, nationally recognized specialists at zero cost.

**Medications at zero employee cost** for certain chronic medical conditions and company-manufactured outpatient prescriptions.

## Gender Affirmation Support and Benefits

The Mallinckrodt U.S. medical and prescription drug plans include gender affirming care for employees and their eligible dependents; equitable family formation benefits; and prevention and treatment options for HIV. Mallinckrodt offers travel reimbursement to prevent loss of access to treatment if covered healthcare cannot be obtained within 100 miles of an employee or family member's home. We also have a number of policies designed to create an environment of inclusion and mutual respect and have retrofitted some of our newer campuses with gender-neutral bathrooms.

## Supporting Parents and Caregivers

Mallinckrodt offers a variety of family benefits to help parents and caregivers better manage their work, family and personal responsibilities. We provide up to four weeks of paid caregiver leave to our U.S. employees to care for a spouse, domestic partner, child or parent with a serious health condition or for bonding following the birth, adoption or foster care placement of a child in the home. Additional time off is available if needed through our paid time off and leave programs. We also offer our U.S. colleagues fertility benefits and financial assistance for adoption, including equitable benefits for same-sex couples.

In addition, we partner with Bright Horizons® to provide enhanced family support solutions for caregivers, such as access to vetted babysitters, nannies and housekeepers, tuition discounts and priority enrollment at partner childcare centers, academic support and tutoring services, and elder care planning and resources.



## Leading in Wellbeing

For the third year in a row, Mallinckrodt Ireland was recognized in the Top 100 Companies Leading in Wellbeing index. The index recognizes companies leading the way in workplace well-being, their commitment to instilling a best practice approach to well-being, and creating a lasting impact on their employees and on the business community.

Mallinckrodt Ireland also earned the prestigious KeepWell Mark™—an evidence-based accreditation that honors employers for putting employee well-being at the forefront of company policy.



## Financial Wellness

Mallinckrodt offers market-competitive compensation packages. Our compensation and rewards programs are assessed annually to ensure they are competitive. Our Global Bonus Plan is an important component of our Total Rewards program, rewarding employees for collective and individual contributions that drive our organization's success. In addition, we offer U.S. employees:

- Retirement savings opportunities, including 401(k) and Health Savings Accounts
- Flexible Spending Accounts and Commuter Expense Reimbursement Accounts
- Life insurance and disability benefits
- Tuition reimbursement

## Equitable Pay

Mallinckrodt employs fair and equitable pay practices. Employee pay is assessed for internal pay equity, in line with our compensation structures and market data, which supports our efforts in attracting and retaining diverse talent.

## International Market Employee Benefits

Mallinckrodt has employees based in 16 countries outside of the U.S. Our objective is to offer competitive benefits in line with the local market in each country. Periodic benchmarking is conducted to monitor competitiveness in the local market.





OUR PEOPLE

# Health & Safety

At Mallinckrodt, we are building a culture where employee health and safety is promoted at every level within the organization. We benchmark and create best management practices for employee safety through adequate and timely training and fit-for-purpose policies, programs and protocols to prevent illness and injury.

At the heart of Mallinckrodt’s culture of safety is our enterprise Environmental, Health and Safety (EHS) management system. Every process is designed to maintain the highest level of regulatory compliance, safety and wellness for our employees, contractors, vendors and customers. Our safety standards are continuously improving, and every human illness and injury case is investigated to identify root causes and corrective actions to prevent future injuries.

Health & Safety Data<sup>1</sup>

	Specialty Brands	Specialty Generics	Total
Total Recordable Injury Rate (per 100 employees)	0.8	2.4	1.6
Number of Recordable Injuries*	9	31	40
Lost Time Incident Rate (per 100 employees)	0.3	1.1	0.7
Number of Lost Time Injuries	3	14	17
Total Number of Hours Worked	2,334,838	2,577,408	4,912,246

<sup>1</sup>The following table sets out key performance indicators that were collected related to workplace safety in 2022. These indicators are based on Occupational Safety and Health Administration definition and include (\*) four COVID-19 cases in Specialty Brands.

Other practices that help us build our culture of safety include:

- Leading and lagging indicators:** Incorporating both leading and lagging indicators as part of our EHS management system to develop targeted topics for internal communications.
- Engagement:** Holding employee engagement events to create top-of-mind awareness on topics such as fire and life safety.
- Audits:** Conducting internal and third-party audits to recognize gaps and amend unsafe acts and conditions. Audit results are tracked and shared with site leadership for assessment and action plans.
- Recognition:** Acknowledging our colleagues for safe workplace practices through Mallinckrodt’s iMPact rewards program.



CEO Siggi Olafsson tours our INOmax facility.



## OUR WORLD

# Community Outreach

Mallinckrodt is committed to the best interests of our patients, communities and employees. Our social impact strategy focuses on improving the health and well-being of patients, building stronger communities, and empowering our employees to dedicate their time and resources to the causes they care about the most. We provide grants to nonprofits in the U.S. and internationally in areas where we operate and support our employees with their own philanthropy through volunteerism and giving programs.

## CORPORATE CHARITABLE GIVING

Mallinckrodt provides patient-related and philanthropic support to nonprofit organizations that are aligned with our mission to listen for needs and deliver solutions to address unmet needs.

Our patient-centric charitable contributions support initiatives and programs that have broad public benefit and advance medical care and/or patient care within Mallinckrodt's therapeutic areas of focus.

Our community-based investments are centered in three strategic areas: improving health and wellness; advancing science, technology, engineering and mathematics (STEM) education; and stimulating jobs and economic growth in life sciences.

## EMPLOYEE GIVING PROGRAM

Our people are the cornerstone of our corporate citizenship efforts. Mallinckrodt's employee giving program supports our colleagues' passion for charity and community. It is anchored by our Matching Gift Program, which matches U.S. employee donations to eligible nonprofit organizations up to \$2,500 per employee, per calendar year. Special matching opportunities also are activated during times of disaster or crisis.

Mallinckrodt's volunteer program provides eight hours of paid time off to eligible employees annually for qualified volunteer activities, in addition to time off to participate in our Global Month of Service that is held every October.

## GLOBAL MONTH OF SERVICE

Mallinckrodt designates October as its Global Month of Service (GMOS)—a company-wide initiative that encourages employee community engagement and volunteerism. In 2022, we celebrated our sixth annual GMOS, launching a Giving for Good Challenge that offered a variety of volunteer and fundraising opportunities. From our virtual food drive that raised nearly 7,000 pounds of food for families in need, to making cards for hospitalized children, to breast cancer awareness walks, our colleagues around the world came together to make a difference in their local communities.



*Holiday donation drive for a local elementary school, Missouri, United States.*



*Mallinckrodt employee volunteering during Global Month of Service, New Jersey, United States.*



## STEM EDUCATION

Mallinckrodt is uniquely positioned to expose young minds to the power of science by providing opportunities for job sharing, shadowing and hands-on engagement in the pharmaceutical sector. We're investing in the next generation of healthcare workers, scientists and innovators by improving access and early exposure to STEM education for young students in locations where we have a significant business presence. Highlights from 2022 include:

**New Jersey:** Mallinckrodt provided funding to Students 2 Science (S2S), a New Jersey-based nonprofit that inspires and educates students in underserved communities to pursue STEM careers. The funding enabled S2S to expand its V-Lab e-learning program to reach more socioeconomically disadvantaged school districts, as well as support the growth of their out-of-school program with community organizations, like the Boys and Girls Club.

**Wisconsin:** We supported Maydm, a nonprofit in Madison, Wisconsin, that provides girls and youth of color in grades 6-12 with skills-based training in STEM fields. We helped fund five immersive summer STEM programs, giving more than 100 students the chance to grow in their skills, gain practical STEM experience and make new connections.

**Missouri:** We hosted pharmacy science students from South Technical High School in St. Louis, Missouri, at one of our facilities for a tour and career discussions with employees involved in manufacturing and R&D.

**North Carolina:** We supported the Millbrook Robotics "GearCats" Booster Club that provides invaluable hands-on STEM education and experience for the students at Millbrook High School, one of North Carolina's largest and most diverse public high schools.

“Mallinckrodt's support has been integral to our efforts to bring immersive, hands-on STEM programs to students in schools and afterschool programs across New Jersey. We are proud of our shared vision to empower students to succeed with STEM!”

**Paul A. Winslow, Ph.D.**  
President and Co-Founder, Students 2 Science



S2S students in a lab setting.



OUR WORLD

# Responsible Supply Chain

Mallinckrodt is committed to sourcing goods and services from suppliers that share our promise of quality, innovation, customer satisfaction, diversity and sustainability. We expect our suppliers around the globe to adhere to the same high standards and policies that we set for ourselves. This is reflected in our **Supplier Code of Conduct**, which outlines our expectations for ethical, sustainable and responsible business practices, including standards for equal employment and prevention of child labor and human trafficking.

We actively participate in setting best practices as a long-standing member of the Pharmaceutical Supply Chain Initiative (PSCI), a consortium of pharmaceutical and healthcare companies that are working to improve social, environmental and economic outcomes within the supply chain. We voluntarily abide by the **PSCI Principles for Responsible Supply Chain Management**, which set the standard for human rights, ethics, labor, health and safety, the environment, and related management systems.

## THIRD-PARTY DUE DILIGENCE

Mallinckrodt has a third-party due diligence process that identifies and reviews business partners, suppliers and other third parties with whom the company has relations that may pose elevated corruption, legal and compliance risks.

## SUPPLIER DIVERSITY

Mallinckrodt is committed to creating sustainable relationships with diverse suppliers to help us continually deliver value to our patients, customers and the greater global community. We strive to integrate supplier diversity within our procurement process and encourage our sourcing organizations to seek out and work with diverse suppliers as part of their business strategy.

The Mallinckrodt Supplier Diversity Program’s mission is to provide equitable purchasing opportunities to certified diverse businesses, including those that are:

- Minority-owned
- Woman-owned
- Veteran-owned
- Small and/or disadvantaged
- Part of the HUBZone program

We also belong to organizations that advocate for diverse suppliers, such as the **National Minority Supplier Development Council**, **National LGBT Chamber of Commerce**, **Women’s Business Enterprise National Council** and the **World 50 Supplier Diversity Council**.



## 2022 HIGHLIGHT

We engaged with 482 small and diverse suppliers, representing 16.8% of our addressable spend.



## OUR WORLD

# Respect for Human Rights

Mallinckrodt is committed to the highest standards of business ethics. We forbid sourcing from suppliers associated with forced child labor, human trafficking and unsafe working conditions. In addition, we condemn behaviors that do not support human dignity and respect. We expect our businesses and suppliers to pay fair wages and provide safe working environments free of all human rights violations, as highlighted in our **Supplier Code of Conduct**.

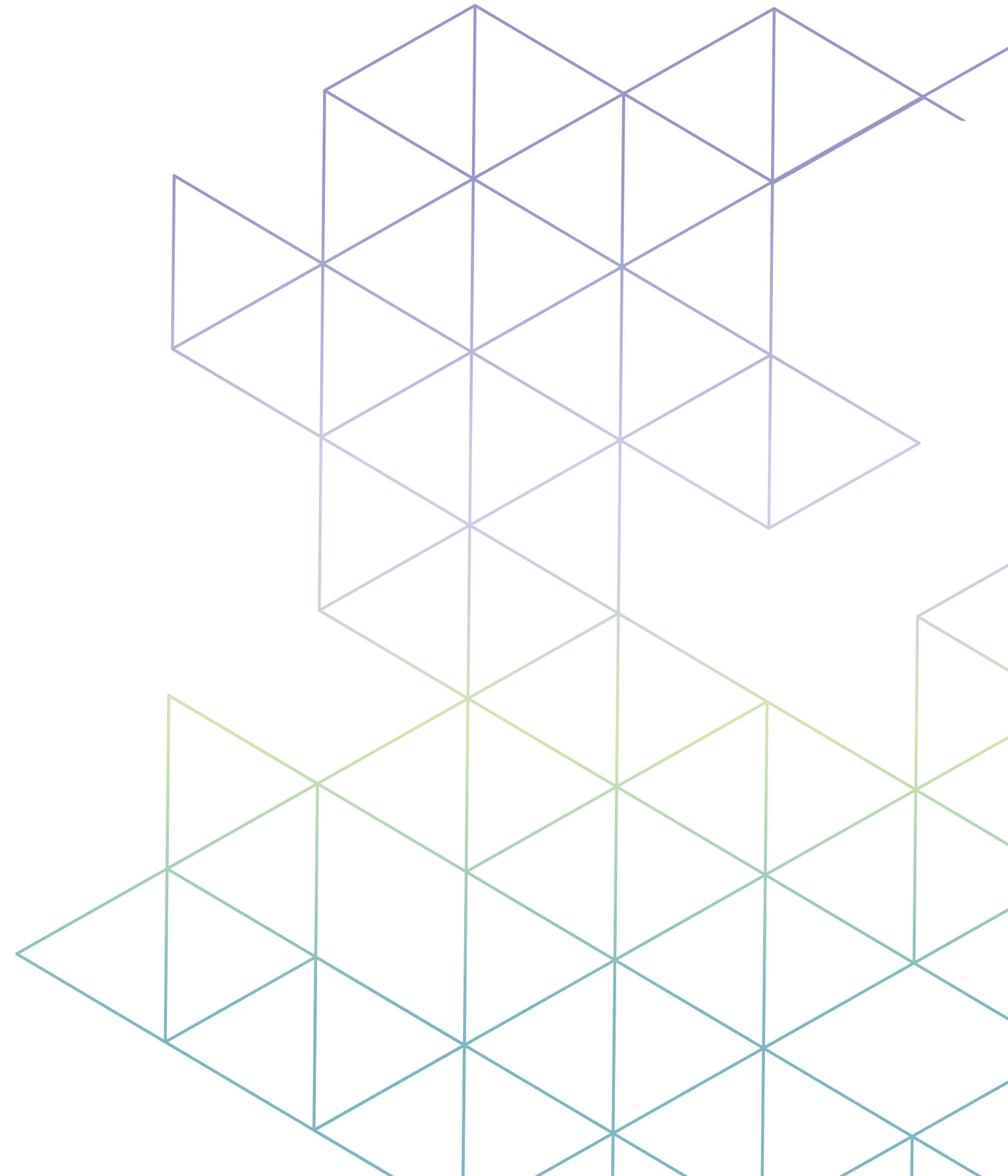
Mallinckrodt has also taken steps to mitigate the risks associated with human rights violations in our supply chain. We adhere to and remain compliant with the policies and disclosures found at the following links:

**[California Transparency in Supply Chains Act Disclosures](#)**

**[Conflict Minerals Policy](#)**

**[Conflict Minerals Specialized Disclosure Report](#)**

**[UK Modern Slavery Act Disclosure](#)**





# GOVERNANCE

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*Mallinckrodt employee, Missouri, United States*



# Corporate Governance

We believe that good governance requires not only an effective set of specific practices, but also a culture of integrity and responsibility throughout the organization. Our governance structure is intended to achieve both while also taking into consideration the social, regulatory and market context in which we operate our business. Mallinckrodt is committed to recruiting and retaining directors and officers of proven leadership ability, personal integrity and a diversity of background.

In 2022, we welcomed a new, nine-member Board of Directors. All members of the Board are independent under the New York Stock Exchange rules, apart from Siggí Olafsson, our President and CEO. Each director brings years of experience, relevant expertise and fresh perspectives to Mallinckrodt. The Board of Directors has adopted **Corporate Governance Guidelines** to aid them in implementing effective governance practices, addressing, among other things, director responsibilities and independence, Board composition and selection, succession planning and conflicts of interest.

## ENTERPRISE RISK MANAGEMENT (ERM)

Mallinckrodt's Board of Directors oversees an enterprise-wide approach to risk management designed to support the achievement of organizational objectives, including strategic objectives, to improve long-term organizational performance and enhance shareholder value. As part of the ERM process, risk is assessed throughout the business annually.

The Board of Directors has oversight responsibility for the risk management process directly and through its committees. The Audit Committee oversees our ERM program, including the annual risk assessment and reporting requirements. For more information on our Board and corporate governance, please see our **2023 Proxy Statement** or visit our **website**.





# Integrity & Compliance

Compliance and ethics are the bedrock of our organization. Beginning with our Board of Directors and leadership team, and extending to every employee, Mallinckrodt's unwavering expectation is that team members always act with the highest standards of integrity and ethical decision-making. Integrity & Compliance is an independent function at Mallinckrodt. Our Chief Compliance Officer and the Governance and Compliance Committee of our Board of Directors oversee our Integrity & Compliance program to ensure compliance policies and procedures meet the evolving requirements of our complex regulatory and legal landscape.

We are committed to maintaining an effective Integrity & Compliance program based on the risks we face in our business, the pharmaceutical industry, and guidance and enforcement by our regulators. We believe in continuous improvement to ensure our program aligns with industry best practices. Our global Integrity & Compliance program is a key component of our commitment to the highest standards of integrity and ethical conduct—and critical to earning and maintaining the trust and support of employees, patients, customers, healthcare professionals, shareholders and other stakeholders who rely on us every day.

In 2022, we launched an Integrity Culture campaign to reinforce our Integrity & Compliance program. This campaign included a series of employee communications and videos from executive leadership to emphasize our commitment to integrity in everything we do at Mallinckrodt.

## CODE OF CONDUCT

In 2022, we introduced a refreshed Code of Conduct—**Patients First, Integrity Always, the Mallinckrodt Code of Conduct**—that provides a set of principles and standards to guide ethical decision-making. Employees, contractors and others who we do business with must comply with our Code of Conduct, policies, relevant laws, regulations and codes. Every Mallinckrodt employee is required to be trained on the Mallinckrodt Code of Conduct and to certify annually both to their understanding and compliance. In 2022, more than 99% of eligible employees completed the annual training. The Mallinckrodt Code of Conduct is available on our [website](#).

## SPEAK UP CULTURE

Our “Speak Up” culture encourages employees and others who we do business with to come forward if they become aware of any potential violations of law or Mallinckrodt policy, including through anonymous reporting using our Integrity Hotline. We investigate all matters that come to our attention and, where appropriate, take corrective action and implement measures to prevent future violations.



## 2022 HIGHLIGHTS

- Launched a refreshed Code of Conduct and Integrity Culture campaign.
- More than 99% of eligible employees completed annual Code of Conduct training.

## Corporate Integrity Agreement

On March 3, 2022, Mallinckrodt entered into a five-year Corporate Integrity Agreement (CIA) with the U.S. Department of Health and Human Services Office of Inspector General that sets forth the government's expectations related to promotional activities, patient assistance, and pricing and transparency. As part of the CIA, we launched an incentive compensation restriction program in 2022 for all Mallinckrodt employees that impacts incentive compensation if an employee is not adhering to laws, the Code of Conduct, policies or procedures, or if the employee does not complete relevant compliance training in a timely manner. This type of program was already in place for company executives prior to 2022.

## Operating Injunction

We also implemented an Opioid Product Operating Injunction for the Specialty Generics business in 2020, with agreed-upon operating restrictions and requirements around manufacturing, sales, promotion, compensation, third-party grants and sponsorships, lobbying, prescription savings programs, manufacturing of high-dose opioids, and monitoring and reporting of direct and downstream customers. The Operating Injunction is under the oversight of an Independent Monitor. The monitor's reports can be found on our [website](#).

# Business Ethics

## ANTI-BRIBERY AND ANTI-CORRUPTION

Mallinckrodt is committed to compliance with all applicable global anti-corruption laws, including the U.S. Foreign Corrupt Practices Act (FCPA) and U.K. Bribery Act of 2010. We maintain an anti-bribery and anti-corruption policy to ensure that all our businesses and employees are aware of their associated responsibilities.

## ETHICAL SALES AND MARKETING PRACTICES

We want healthcare professionals (HCPs) to have up-to-date, accurate information about our products so they can make informed treatment and prescribing decisions. Mallinckrodt's **Code of Conduct** governs our interactions with HCPs. Employees who conduct promotional activities or may have interactions with customers receive compliance training to understand their responsibilities to conduct promotional activities with the utmost integrity.

In addition, we follow strict international, national and local regulations, and industry codes of conduct. Mallinckrodt has voluntarily certified to the Pharmaceutical Research and Manufacturers of America Code on Interactions with Health Care Professionals (PhRMA Code). The certification can be viewed on our website [here](#).

## RESPONSIBLE LOBBYING AND POLITICAL CONTRIBUTIONS

Mallinckrodt actively participates in the U.S. political process by supporting candidates and helping shape public policy at the federal and state levels. We advocate for policies and positions that protect and expand patient access to innovative therapies, support medical innovation and a competitive marketplace, and advance principles of good corporate citizenship, including diversity, equity and inclusion.

Our **Policy on U.S. Political Contributions and Lobbying Activities** outlines our commitment to transparent, ethical and compliant engagements. We comply with all federal lobbying laws and reporting requirements, and applicable state and local disclosure laws and ethics rules. Federal lobbying expenditure reports can be viewed at [LobbyingDisclosure.house.gov](#).

In addition, we make contributions to U.S. federal and state candidates through the Mallinckrodt LLC Political Action Committee (MNKPAC) and may use corporate funds in states where permitted by law to contribute to non-federal candidates. All contributions are made in compliance with federal, state and local campaign finance and reporting laws. MNKPAC is a federally registered PAC that provides eligible employees the opportunity to voluntarily contribute funds to support political candidates for federal and state office. All contributions undergo a stringent evaluation process, adhere to Mallinckrodt's published guidelines and are made without regard to the personal political preferences of company management. MNKPAC filings are publicly available on the [Federal Election Commission website](#).

“Conducting business in an ethical and responsible manner is a fundamental aspect of our corporate identity. Our commitment to Integrity & Compliance is not a mere slogan but a living principle that guides our day-to-day operations. Mallinckrodt's reputation is built on the trust and confidence of our stakeholders, and we will continue to earn that trust through our unwavering commitment to doing what is right.”

**Kassie Harrold**  
Executive Vice President and  
Chief Compliance Officer





# ETHICS AND TRANSPARENCY IN R&D

We strive to uphold the highest standards of quality, safety and integrity throughout every stage of research and development.

## Clinical Trials

Mallinckrodt is committed to protecting the safety and well-being of participants enrolled in our clinical trials. The following procedures are in place to deliver on this commitment:

- Legal and Regulatory Compliance:** All Mallinckrodt-sponsored clinical studies are designed and conducted in accordance with research protocols and all applicable national and local laws and regulations, including, but not limited to, the International Council for Harmonization Guideline for Good Clinical Practice, the U.S. Code of Federal Regulations, privacy protections, and generally accepted global ethical principles for human research, such as the World Medical Association Declaration of Helsinki.
- Safety Oversight and Disclosure:** Mallinckrodt performs close safety oversight throughout the clinical trial to identify any potential safety issues or trends. We ensure timely disclosure of research findings to participants when such findings may affect their health, safety or welfare.
- Data Monitoring:** We often employ a Data Monitoring Committee to review patient safety data during the clinical trial to safeguard the well-being of participants and the integrity of study data.
- Informed Consent:** All prospective study participants receive an informed consent form, which describes, among other things, the individual's rights as a research participant, a description of the clinical trial, how to report a concern, and information about potential discomfort, risks and benefits.
- Institutional Review Board (IRB)/Ethics Committee (EC) Approval:** All investigative sites are required to receive approval from an IRB/EC to participate in the clinical trial. An IRB/EC is a group that has been formally designated to review and monitor biomedical research involving human subjects.

Results and protocol summaries of Mallinckrodt-sponsored clinical trials are available on the [U.S. Clinical Trials Registry](#), the [European Union Drug Regulating Authorities Clinical Trials Database](#) and any required country-specific clinical trial registries. We also share clinical trial data with qualified medical researchers who are working to advance science.

## Animal Welfare

At Mallinckrodt, we prioritize the appropriate and humane care of animals. We understand the importance of using scientific principles to ensure that pain and distress are minimized or prevented before, during and after experimental procedures. We work only with appropriately licensed and qualified service providers who conduct animal research in compliance with industry and government standards, and we oversee their work to confirm they are adhering to these laws and principles.



# Product Quality & Safety

Patient safety is our highest priority. We are dedicated to developing and delivering safe and effective pharmaceutical products and medical devices that meet the needs of patients and healthcare professionals. Our comprehensive quality management system governs all aspects of drug and device manufacturing providing the foundation for safety that underpins our entire business.

We adhere to strict regulatory requirements, following Good Clinical, Pharmacovigilance, Laboratory, and Manufacturing (GxP) principles throughout our global operations, and maintain certifications in numerous international standards to ensure that all our products are manufactured, tested and distributed according to the highest quality standards. This adherence to regulatory requirements includes our participation in Risk Evaluation and Mitigation Strategies (REMS) programs that are required by the FDA and are intended to ensure that the benefits of a drug, or biological product or class of products, outweigh the risks of harm. Specifically, we participate in the Transmucosal Immediate Release Fentanyl REMS Program, Opioid Analgesic REMS, Buprenorphine Transmucosal Products for Opioid Dependence REMS, Vigabatrin REMS and other such REMS programs.

## QUALITY GUIDING PRINCIPLES

Mallinckrodt’s dedication to Quality reflects our personal and corporate commitment to excellence. Our guiding principles are:

- Patient Safety as the highest priority, pre-eminent in every decision we make.
- Complying with applicable laws and regulations, as well as internal requirements, to position our company as a model for compliance and integrity.
- Being recognized as an industry leader in providing quality products and services, which meet or exceed the requirements and needs of our patients.
- Continuously challenging ourselves to improve the quality management system, our Quality processes and operational excellence through the review and analysis of quality objectives and results.
- Encouraging participation and promotion of Quality responsibilities among all employees and third parties through education, training and coaching, supervision and effective communication.

We are committed to communicating our Quality guiding principles to all employees and third parties, and to providing the required leadership, management and resources to achieve our Quality objectives.

## PATIENT SAFETY

We operate a global pharmacovigilance system to ensure the safety of our products and the health and well-being of patients who use them. We have robust procedures in place to continuously monitor the safety of our products during clinical trials and after they have been approved for use, and we develop risk management plans. In addition, Mallinckrodt employees and applicable contractors receive annual training on pharmacovigilance and adverse event reporting to ensure that any safety information received by Mallinckrodt or our partners is included in the continuous safety assessments of our products.

Our commitment to patient safety and product quality extends beyond our products to include our interactions with healthcare providers and patients. It’s important that we provide clear and accurate information about our products and their appropriate use to healthcare professionals and patients, as well as to other stakeholders, such as regulatory agencies, to promote the safe use of Mallinckrodt’s products and ensure that patients receive the best possible care.





# ANTI-COUNTERFEITING EFFORTS

Counterfeiting is an illegal activity that seriously threatens patient safety. Mallinckrodt cooperates with health, regulatory and law enforcement agencies worldwide to combat black market trafficking of both legitimate and counterfeit medications, active pharmaceutical ingredients, and devices. Our anti-counterfeiting efforts include:

- Serialization:** All of our drug products are serialized, and we use unique device identifiers for devices. We collaborate with third-party logistics providers to manage and track the serialized products they distribute for us. The U.S. Drug Supply Chain Security Act requires these distributors to have specific licenses to operate.
- Immediate Action:** We have a rapid response plan in place if a drug product or medical device is suspected of being counterfeit. We notify the FDA immediately via the FDA-3911 process and may contact applicable healthcare providers, pharmacists or distributors to ensure the counterfeit products do not reach patients.
- Law Enforcement Collaboration:** We assist federal, state and local law enforcement agencies with analysis of suspected counterfeit drugs and packaging seized by law enforcement agencies and prosecutors. We provide samples of actual manufactured drug products to law enforcement laboratories to use as analytical standards, and we provide placebo drugs in support of their undercover operations.

# SAFE AND SECURE DISPOSAL OF MEDICINES

Mallinckrodt remains committed to promoting the safe and secure disposal of its products. We are a member of the **Pharmaceutical Product Stewardship Work Group (PPSWG)** and its designated stewardship organization, MED-Project, which facilitates the collection and disposal of unwanted medicines and sharps from U.S. households in compliance with state and local mandates. The **MyOldMeds** website is provided by PPSWG as a way for consumers in all 50 states in the United States to easily access free and convenient options to safely dispose of unwanted, unused or expired household medicines. As a member of PPSWG, Mallinckrodt is proud to assist in the funding of this valuable service to our customers.

“ At Mallinckrodt, we understand that the health and well-being of our patients depend on the quality and safety of our products, and we are dedicated to upholding the highest standards in everything we do.”

**Paul O’Neill**  
Senior Vice President,  
Quality and Operations, Specialty Brands



# Data Privacy & Security

Mallinckrodt takes a variety of steps to comply with privacy and data protection laws and regulations around the globe. Our Global Data Protection and Privacy Policy governs how we collect, use, share and safeguard personal information, so people can make informed decisions before providing their information to us. Employees receive periodic training and practical advice to increase their awareness about the importance of data privacy and their shared responsibility to protect personal information.

Mallinckrodt's information security program is guided by our Vice President of Information Services. Our administrative and technical cybersecurity controls are aligned with recognized cybersecurity frameworks and prioritized to address the most common and pervasive cybersecurity risks.

We leverage industry-leading security service providers and best-of-breed technical security tools to prevent unauthorized access attempts. Continuous monitoring enables us to detect and respond to security incidents and potential security breaches in a timely manner. In the event of an incident, Mallinckrodt follows a formal incident response plan and consults with the supporting forensics expertise of our information security providers. As a participating member in the Health Information Sharing and Analysis Center (Health-ISAC), Mallinckrodt is part of a trusted community of critical infrastructure owners and operators within the healthcare sector sharing cyber intelligence on threats, incidents, vulnerabilities, best practices and mitigation strategies.

## TRAINING AND SECURITY AWARENESS

All employees are required to participate in cybersecurity awareness training through formal assignments within the company learning management system. We also conduct phishing simulations and ongoing periodic employee communications to raise security awareness.

## THIRD-PARTY RISKS

Supplier and other third-party agreements include contractual language requiring cybersecurity controls, annual controls audit reporting and timely data breach notification. Third parties that host or have access to Mallinckrodt data are assessed for cybersecurity risk through a formal process.





# 2022 ESG Data Summary

Data as of December 31, 2022, unless otherwise noted. Some totals may not equal 100% due to rounding.

## ENVIRONMENTAL

GREENHOUSE GAS (GHG) EMISSIONS (metric tons CO <sub>2</sub> e)	2022
<b>Scope 1 GHG Emissions</b>	<b>89,551</b>
Specialty Brands Scope 1	7,188
Specialty Generics Scope 1	82,363
<b>Scope 2 GHG Emissions</b>	<b>82,347</b>
Specialty Brands Scope 2	13,062
Specialty Generics Scope 2	69,285
<b>Scope 1 and 2 GHG Emissions</b>	<b>171,898</b>
<b>ENERGY (MWh)</b>	
<b>Natural Gas and Fuel Consumption</b>	<b>470,676</b>
Specialty Brands	32,994
Specialty Generics	437,682
<b>Electricity Consumption</b>	<b>151,298</b>
Specialty Brands	22,734
Specialty Generics	128,564
<b>WATER (cubic meters)</b>	
<b>Water Withdrawal</b>	<b>1,163,209</b>
Specialty Brands	72,898
Specialty Generics	1,090,311
<b>WASTE (metric tons)</b>	
<b>Hazardous Waste</b>	<b>4,953</b>
Specialty Brands	84
Specialty Generics	4,869
<b>Hazardous Waste Recycled/Reclaimed (%)<sup>1</sup></b>	<b>88%</b>
Specialty Brands	19%
Specialty Generics	89%

<sup>1</sup>Total based on quantity of hazardous waste recycled or reclaimed (on-site or off-site), divided by the total hazardous waste generated.

SOCIAL

WORKFORCE DIVERSITY		2022	
Total Global Workforce		2,652	
Global Workforce by Gender		Women	Men
Management (Director+)		35%	65%
Total Global Workforce		39%	61%
People of Color (POC) in U.S. Workforce		POC	White
Management (Director+)		18%	82%
Total U.S. Workforce		21%	79%
HEALTH & SAFETY		2022	
Total Recordable Injury Rate (TRIR) per 100 employees		1.6	
Specialty Brands		0.8	
Specialty Generics		2.4	
Number of Recordable Injuries		40	
Specialty Brands <sup>2</sup>		9	
Specialty Generics		31	
Lost Time Incident Rate (LTIR) per 100 employees		0.7	
Specialty Brands		0.3	
Specialty Generics		1.1	
Number of Lost Time Injuries		17	
Specialty Brands		3	
Specialty Generics		14	
Total Number of Hours Worked		4,912,246	
Specialty Brands		2,334,838	
Specialty Generics		2,577,408	

<sup>2</sup> Includes four COVID-related cases.



SOCIAL (continued)

DRUG ACCESS		Total
Product Donations through Patient Assistance Program (USD, millions) <sup>3</sup>		\$938.7

COMMUNITY OUTREACH		
Charitable Contributions (USD, millions)		\$2.7

RESPONSIBLE SUPPLY CHAIN		
Number of Small and Diverse Suppliers		482
Addressable Spend on Small and Diverse Suppliers (%)		16.8%

<sup>3</sup> Product donations are valued at wholesale acquisition cost.

BUSINESS

		2022
Net Sales (USD, millions)		\$1,914
R&D Investment as a Percentage of Net Sales (%)		6-7%

GOVERNANCE

BOARD COMPOSITION		Total
Board Size		9
Number of Independent Directors		8
Independent Directors on Board (%)		89%
Number of Ethnically/Racially Diverse Directors		2
Percentage of Ethnically/Racially Diverse Members (%)		22%
Number of Female Directors		2
Percentage of Women on Board (%)		22%

INTEGRITY & COMPLIANCE	
Code of Conduct Completion Rate (%)	99%

BUSINESS ETHICS	
Spend on U.S. Lobbying Activities <sup>4</sup>	\$2,039,233
Spend on Trade Association, Policy and Political Organization Memberships	\$1,561,940
Mallinckrodt Political Action Committee (MNKPAC) Receipts	\$59,472
Mallinckrodt Political Action Committee (MNKPAC) Disbursements	\$14,500
U.S. Corporate Political Contributions	\$27,000

<sup>4</sup> Total expenditures reported include direct costs associated with U.S. lobbying efforts in 2022. Indirect costs that may be shared with industry associations or other organizations engaged in similar advocacy efforts are not included, but represented in total membership dues disclosed in this report. Additionally, it is important to note that lobbying regulations and disclosure requirements vary across jurisdictions, and reported data is consistent with the requirements of such jurisdictions.





[www.Mallinckrodt.com](http://www.Mallinckrodt.com)

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