




Mallinckrodt
Pharmaceuticals

2023 SUSTAINABILITY REPORT



Our global headquarters in
Dublin, Ireland, sourced 100%
renewable electricity in 2023

About This Report

2023 Sustainability Report

This report describes Mallinckrodt's key activities and initiatives related to its sustainability program in 2023. It complements information contained in our [2023 Annual Report \(Form 10-K\)](#) and [2023 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 have not independently verified and do not assume responsibility for the accuracy or completeness of such third-party data.

Please contact Sustainability@mnk.com with any feedback.

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 sustainability strategies, initiatives and commitments and the expected benefits therefrom, Mallinckrodt's commitment to advancing its sustainability programs and strategies and the reporting of associated 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 the "Risk Factors" and "Management's Discussion and Analysis of Financial Condition and Results of Operations" sections of Mallinckrodt's Annual Report on Form 10-K for the fiscal year ended December 29, 2023, and Quarterly Reports on Form 10-Q for the quarterly period ended March 29, 2024, filed with the U.S. Securities and Exchange Commission (SEC), and other filings with the SEC, all of which are on file with the SEC and available 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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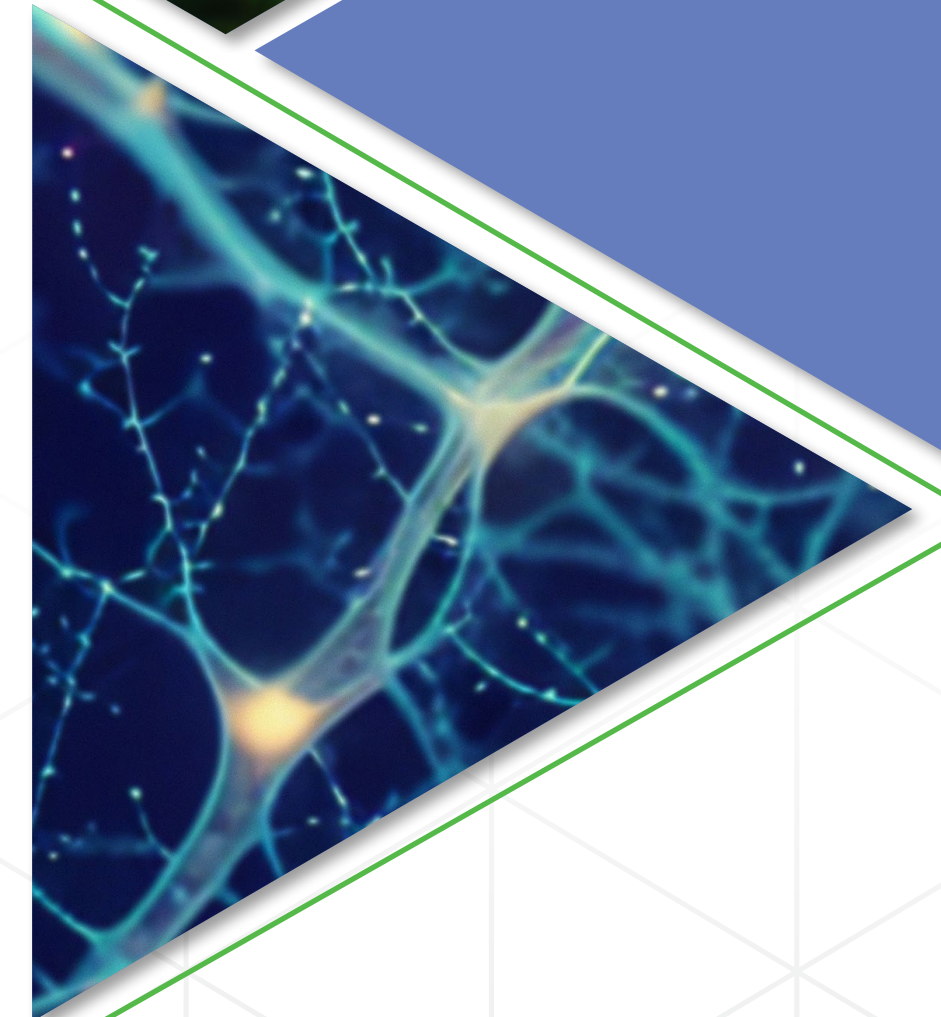
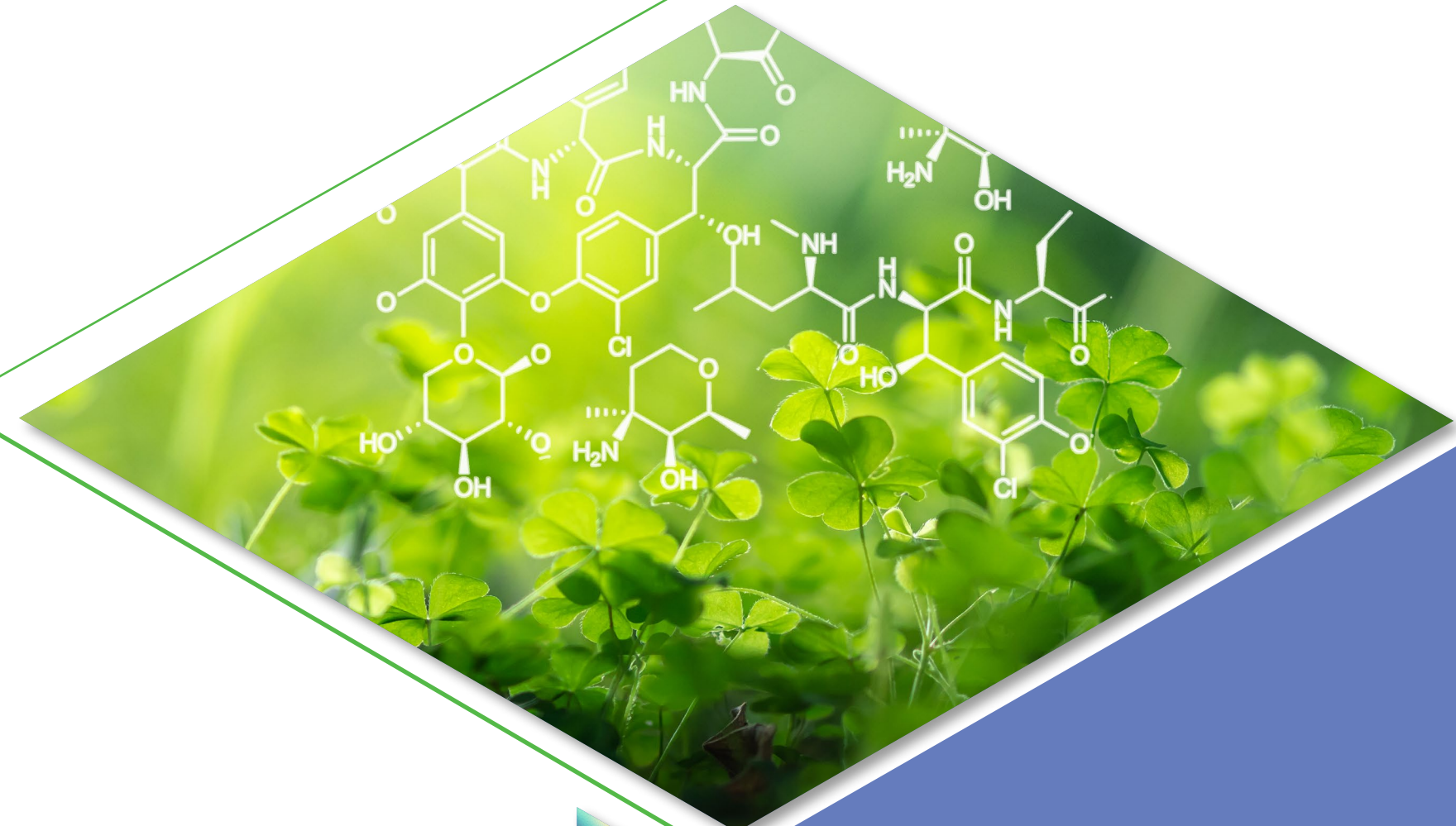
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Letter From Our President & CEO

It is a privilege to lead Mallinckrodt through an exciting new era in its 157-year legacy. This past year marked a pivotal period for the Company, laying the groundwork for a sustainable and prosperous path forward.

Together with our Executive Committee and Board of Directors, we are committed to driving innovation and delivering value to our stakeholders. This commitment is manifested in our efforts to bolster our sustainability program, advance our portfolio, uphold integrity, and embody our collective values.

The past year has been a testament to the dedication of the Mallinckrodt team. I am immensely proud of our accomplishments in 2023:

- Received U.S. FDA clearance for the award-winning INOmax® EVOLVE™ DS Delivery System and approval for INOmax® Mini-Cylinder, revolutionizing nitric oxide delivery for NICU patients with its cutting-edge technology.
- Launched three generic products that contribute to more affordable healthcare, including alternatives for Mydayis® and Vyvanse®, and morphine sulfate tablets.
- Advanced patient access by gaining Japan's endorsement of reimbursement for CELLEX® Extracorporeal Photopheresis (ECP) system for chronic graft versus host disease (cGvHD).
- Honored with the National Organization for Rare Disorders (NORD) Industry Innovator Award for the FDA approval of TERLIVAZ®.
- Invested in a robust ESG data management platform to enhance accuracy and auditability.
- Continued our efforts to foster an inclusive culture, receiving the Human Rights Campaign's Equality 100 and Forbes Best Employers for Veterans designations.
- Improved the EcoVadis and CDP sustainability ratings for our Specialty Generics division.
- Supported charities and communities, marked by our seventh Global Month of Service and additional volunteer day for employees.
- Executed our annual employee engagement survey and first Integrity Survey, providing platforms for employees to share their perspectives and feedback.

As we reflect on our achievements, we are energized by the possibilities that lie ahead. Our sustainability journey is far from over; it is an ongoing commitment that requires continuous innovation and collaboration. Together with our employees, suppliers, customers and other stakeholders, we eagerly embrace the road ahead.

Looking forward, we pledge to remain dedicated to our pursuit of new possibilities and to working towards integrating sustainable practices throughout our operations. To all who have contributed to our shared vision, I offer my heartfelt thanks for your continued support and commitment.

Sincerely,

Sigurdur (Siggi) Olafsson
President & Chief Executive Officer



2023 Sustainability Highlights

ENVIRONMENTAL

Minimizing our impact on the planet



Improved CDP Climate Change and Water Security scores for Specialty Generics



Our two largest U.S. manufacturing sites were recognized for their compliance and environmental excellence in wastewater management



Increased employee engagement and education on sustainability and environmental stewardship



Improved EcoVadis rating for Specialty Generics

SOCIAL

Caring about our patients, our people and our world

4

Four new products approved by the FDA



Named Industry Innovator at NORD 2023 Rare Impact Awards for the FDA approval of TERLIVAZ

21%

21% of addressable spend allocated to small and diverse suppliers¹

\$1B+

\$1B+ worth of free medicine donated through our Patient Assistance Program²



GOVERNANCE

Enhancing our commitment to quality, compliance and integrity

workiva

Implemented ESG data management platform, Workiva, to enhance accuracy and auditability

100%

100% of active employees trained on the Mallinckrodt Code of Conduct

76%

76% of employees feel Mallinckrodt has a speak up culture, according to first Integrity Survey



Presented sustainability strategy to Mallinckrodt's Board of Directors

¹This represents Mallinckrodt's total global addressable spend, excluding Japan and Australia due to the unavailability of supplier-level data. The metric is calculated using the methodology prescribed for diversity spend reporting by Veterans Affairs subcontractors, as outlined in Mallinckrodt's Veterans Affairs Subcontracting Plan.

²Product donations are valued at wholesale acquisition cost.

About Mallinckrodt

OUR BUSINESS

Mallinckrodt is a global specialty pharmaceutical company dedicated to improving outcomes for patients with severe and critical conditions. At the heart of our mission - **'Listening for Needs, Delivering Solutions'** - are the patients we serve. By understanding their challenges, we can deliver patient-centric solutions to help them welcome a brighter, healthier future.

Year Founded
1867

Employees
2,800+

2023 Net Sales
\$1,866 million

Board of Directors
7 members,
as of February 2, 2024

Headquarters
Dublin, Ireland

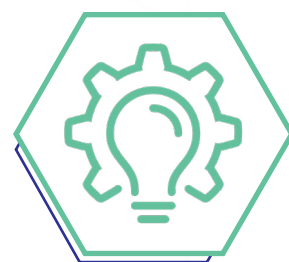
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OUR CORE VALUES



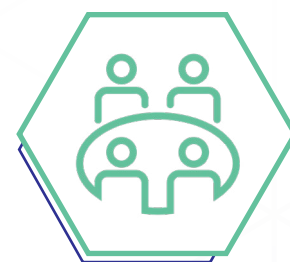
Patient-Centric
We put our patients first



Innovative
We innovate to thrive



Integrity
We do the right thing



Collaborative
We own it, together



OUR PORTFOLIO

Mallinckrodt specializes in developing, manufacturing and distributing specialty pharmaceutical products and therapies. We provide medicines to address unmet patient needs, stemming from 157 years of using our unique strengths, experience and expertise to help improve people's lives. We serve patients through two business segments:

Specialty Brands

Our Specialty Brands segment markets branded pharmaceutical products for autoimmune and rare diseases in the specialty areas of neurology, rheumatology, hepatology, nephrology, pulmonology, ophthalmology and oncology; immunotherapy and neonatal respiratory critical care therapies; and gastrointestinal products.

Acthar[®] GEL
(repository corticotropin injection) 80 U/mL

amitiza[®]
lubiprostone

INOmax[®]
(nitric oxide) GAS, FOR INHALATION

Terlivaz[®]
terlipressin for injection

Therakos[®]
PHOTOPHERESIS

Specialty Generics

Our Specialty Generics segment is focused on providing customers with high-quality generic medicines and active pharmaceutical ingredients (API), including a variety of product formulations, such as hydrocodone-containing tablets, oxycodone-containing tablets and several other controlled substances indicated for the treatment of pain. Other controlled substances products include medicines used to treat attention-deficit/hyperactivity disorder (ADHD) and addiction treatment medications. We are among the world's largest manufacturers of bulk acetaminophen and the only producer of acetaminophen in the North American region with manufacturing facilities located exclusively in the U.S.



New INOmax EVOLVE DS Delivery System

NEW PRODUCT INNOVATIONS

SPECIALTY BRANDS

Mallinckrodt achieved significant milestones with the U.S. FDA clearance of the INOmax EVOLVE DS Delivery System and approval of the INOmax Mini-Cylinder, a next-generation nitric oxide delivery system that combines mini-cylinder technology, automation, integration and interaction into one device.¹

The INOmax EVOLVE DS Delivery System also garnered the prestigious *2023 Stanley Caplan User-Centered Product Design Award* from the Human Factors and Ergonomic Society, recognizing its user-centric design and transformative potential. The award committee highlighted the extensive research, clarity of purpose, innovative features, impactful results and presentation quality of the EVOLVE DS Delivery System.

SPECIALTY GENERICS

Mallinckrodt introduced three new products, reinforcing its dedication to affordable and accessible healthcare, including generic alternatives for Mydayis and Vyvanse, both essential treatments for ADHD, and morphine sulfate tablets for pain management.

¹Data on File - Ref-05943. Mallinckrodt Pharmaceuticals

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. In 2023, the total R&D investment was 6-7% of net sales.

Specialty Brands

Specialty Brands R&D activities center on 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.

Specialty Generics

The Specialty Generics R&D efforts are focused on developing pharmaceutical products that would benefit from our vertically integrated manufacturing capabilities. We apply our proven expertise to develop complex formulations and strategically design around competitor patents. We currently perform most of our finished dose development work at our Specialty Generics headquarters and technical development center in Webster Groves, Missouri, U.S., and our API development work at the nation's largest API manufacturing facility in St. Louis, Missouri, U.S.



Sustainability at Mallinckrodt

OUR COMMITMENT TO OPERATING RESPONSIBLY

At Mallinckrodt, we approach sustainability as a journey, marked by continuous improvement and a commitment to accountability. We understand the importance of this path, recognizing its impact not only on our Company, but also on the broader community and the environment. Our aim is to build a business that endures, creating lasting value for all stakeholders. That's why we view sustainability as a strategic objective, backed by a robust program and a dedication to transparent progress reporting.

Moving forward, we plan to accelerate efforts to advance our sustainability program in alignment with our core values, internal goals and stakeholder expectations.

Reflecting on 2023: A Year of Progress

In 2023, Mallinckrodt achieved progress in enhancing our sustainability program, with a focused effort on governance, data preparedness and our pathway to climate transition.



Specialty Generics Sustainability Rating Improvements

Mallinckrodt's Specialty Generics division has made notable progress in its sustainability efforts, earning recognition through improved ratings from EcoVadis and CDP. The Committed Badge awarded by EcoVadis recognizes our strong dedication to sustainable development. Additionally, the division improved its CDP Climate Change and Water Security scores as a result of tangible progress in sustainability initiatives. These assessments help us identify areas for improvement, manage risks and enhance our sustainability program.



GOVERNANCE

We continued to fortify our sustainability strategic and risk management processes, ensuring that our governance structures are robust and effective.



DATA READINESS

In anticipation of forthcoming mandatory reporting requirements in the U.S. and EU, we prepared diligently, setting the stage for compliance and transparency.



CLIMATE TRANSITION PATHWAY

We set strong foundations to prepare our future action plans, by baselining and initiating various studies. This included the establishment of comprehensive energy and emission tracking processes at our 15 major sites, which will inform our future disclosures and reduction strategies.



INVESTMENT IN DATA MANAGEMENT

Recognizing the importance of data integrity, we invested in the ESG data management platform, Workiva, to enhance the accuracy and auditability of our sustainability data.

SUSTAINABILITY FRAMEWORK



ENVIRONMENTAL

We are committed to minimizing our impact on the planet, recognizing that our operations have a far-reaching influence on the environment. Our efforts are focused on reducing our carbon footprint, conserving resources and fostering a culture of environmental stewardship.



SOCIAL

At the heart of our mission is a deep care for our patients, our people and the world at large. We are dedicated to improving health outcomes, ensuring the well-being of our employees, and making a positive impact within our supply chain and on the communities we serve.



GOVERNANCE

Our commitment to quality, compliance and integrity is unwavering. We strive to uphold the highest standards of corporate governance, ensuring that our practices reflect our dedication to ethical conduct and transparency.



Emissions & Energy
Water
Waste

Our Patients
Access to Medicines
Patient Advocacy

Our People
People & Culture
Health & Safety

Our World
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Respect for Human Rights

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SUSTAINABILITY GOVERNANCE

Mallinckrodt's Board of Directors, including the CEO, oversees our sustainability strategy and receives progress updates from management annually. The Board also oversees the incorporation of sustainability topics into Mallinckrodt's long-term business strategy and risk management. The Audit Committee reviews sustainability metrics, such as those required under the Irish law compliance obligations.

Sustainability is managed at the operational level by Mallinckrodt's Executive Vice President and Chief Transformation Officer, who leads a cross-functional steering committee, responsible for strategy implementation, stakeholder engagement, disclosures and reporting. Internal working groups manage specific programs and initiatives to ensure progress and accountability.



BOARD OF DIRECTORS

The Board of Directors, including the CEO, oversees the sustainability strategy and its incorporation by management into the Company's long-term business strategy and risk management. They receive annual updates from the Executive Vice President and Chief Transformation Officer, who has direct responsibility for the sustainability program.

SUSTAINABILITY STEERING COMMITTEE

Chaired by the Executive Vice President and Chief Transformation Officer. Responsible for implementing and advancing Mallinckrodt's sustainability strategy, including disclosures, metrics and targets.

SUSTAINABILITY STRATEGIC OPERATIONS TEAM

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

SUSTAINABILITY WORKING GROUPS

These are issue-specific, cross-functional teams.

Employees at St. Louis Green Business Challenge Reception



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Emissions & Energy

ENVIRONMENTAL GOVERNANCE

Mallinckrodt is committed to responsible operations that prioritize environmental sustainability and efficient resource management.

Environmental compliance, risk management and operational sustainability activities are managed by each division's Quality and Operations Leadership team. A comprehensive Environmental, Health, and Safety (EHS) Management System and global EHS policy are in place to ensure legal compliance and promote sustainability in all areas where Mallinckrodt operates. Local site management teams oversee system adherence and EHS performance at their sites. This system is subject to an internal and external auditing program.

CLIMATE ACTION AND READINESS

We acknowledge the urgent need for climate action and are committed to contributing proactively to climate change mitigation. As we embark on this path, our goal is clear: to reduce our carbon footprint and environmental impact through strategic and innovative measures.

Key 2023 actions:

- Prepared a decarbonization and environmental improvement program.
- Established a comprehensive energy and emission tracking process at our 15 major sites to aid future disclosures and reduction strategies.
- Joined Schneider Electric's Energize program and engaged with energy suppliers to explore renewable energy options.
- Integrated sustainability into the strategic and risk management process.
- Invested in the ESG data platform, Workiva, to enhance data accuracy and auditability.

2023 Greenhouse Gas (GHG) Emissions Data

We report GHG emissions in accordance with the Greenhouse Gas protocol methodology, based on operational control boundaries, including all Mallinckrodt sites and leased vehicles. Scope 2 market-based emissions were introduced in 2023. We will continue to monitor these indicators with the aim of reducing Mallinckrodt's carbon footprint.

	Specialty Brands	Specialty Generics	Total
Global Scope 1 GHG Emissions (metric tons CO ₂ e)	6,648	82,404	89,052
Global Scope 2 GHG Emissions Location-based (metric tons CO ₂ e)	11,467	62,480	73,947
Global Scope 2 GHG Emissions Market-based (metric tons CO ₂ e)	10,781	63,382	74,164

Therakos (UK), LTD Carbon Reduction Plan

Mallinckrodt published its first carbon reduction plan associated with Therakos operations in the UK. This plan is aligned with the UK government procurement policy, includes baseline emissions and planned environmental measures, and is available on our [website](#).



ENERGY MANAGEMENT

We strive to purchase and manage energy in the most efficient, cost-effective and environmentally conscious manner possible across all our operations.

2023 Energy Consumption Data

	Specialty Brands	Specialty Generics	Total
Total Gas and Fuel Consumption (MWh)	30,366	434,495	464,861
Total Electricity Consumption (MWh)	20,417	127,331	147,748



Electric vehicle charging station available for employees

SUSTAINABLE ENERGY AND TRANSPORTATION

Mallinckrodt promotes the use of green energy in a variety of ways across its operations. Here are a few examples:

- Our headquarters in Dublin, Ireland, continued to lead by example, sourcing 100% of its electricity from renewable sources.
- To support eco-friendly transport, Mallinckrodt has installed electric vehicle charging stations at four corporate sites, encouraging employees to opt for sustainable vehicles.
- More than 30% of the European commercial fleet used in 2023 were hybrid vehicles.
- Our manufacturing site in Raleigh, North Carolina, U.S., sourced up to 17% of its gas consumption from a neighbor landfill site.



Using resources efficiently is an essential part of our operations at the Raleigh plant. For years, we have been innovative on optimizing energy use and have developed sustainable ways to re-use materials. For example, we partner with a nearby landfill site to capture and deliver methane off gas and use it as a fuel source in our boilers. We also continue to investigate other renewable energy options that will benefit the environment and site long term."

David Phillips
Site Director

EMPLOYEE ENGAGEMENT

Our journey towards sustainability extends beyond operational changes – it requires a cultural shift. We are actively building a culture of sustainability within our organization, one that values and prioritizes environmental stewardship. Through education, training and empowerment, we aim to inspire our employees to embrace sustainability in their daily work and beyond.

- Earth Day was celebrated across our global sites with activities and a webinar on recycling and plastic reduction. In particular, our Kobe and Sanda sites, in Japan, organized a series of games and prizes to engage the team around environmental awareness.
- Four of our U.S. sites joined the St. Louis Green Business Challenge to integrate sustainable practices into their operations.
- A campus clean-up at our site in Hazelwood, Missouri, U.S., reflects our collective environmental dedication.
- An employee-led vegetable garden was planted at our office in Webster Groves, Missouri, U.S., promoting community and sustainable living.
- Volunteer efforts in park trail clean-up and recycling at a baseball game in St. Louis, Missouri, U.S., highlight our community commitment.



| Employee campus clean-up



| Employee volunteer recycling crew



| Employee vegetable garden



Water

Addressing water-related challenges is a critical global concern. At Mallinckrodt, we are dedicated to conserving water and minimizing the environmental impact of its discharge. We have ongoing initiatives to evaluate and enhance our water management and consumption practices throughout the organization. We strive to use water effectively and responsibly through a combination of monitoring, equipment or process upgrades, reuse and employee education programs.

All Mallinckrodt sites are supplied by municipality water and discharge wastewater into publicly owned treatment works. We operate in compliance with local, state and federal environmental laws in accordance with their respective environmental permits and work closely with local water authorities to support the water supply and wastewater treatment operations.

Our 2023 water risk assessment guided by the *Aqueduct Water Risk Atlas* from the World Resources Institute shows that none of our top seven sites (in terms of water usage) are currently located in high water stress regions. Furthermore, less than 1% of our total water withdrawal occurs in high water stress regions, which are defined as regions with an Aqueduct water stress index score exceeding 40%.

2023 Water Data

In 2023, we added the monitoring and reporting of water discharge across the Company.

	Specialty Brands	Specialty Generics	Total
Total Water Withdrawal ¹ (cubic meters)	73,184	1,159,564	1,232,748
Total Water Discharge ¹ (cubic meters)	53,007	732,118	785,124

¹Includes limited estimations, where water withdrawal or discharge volumes may not be available from invoices or meters.

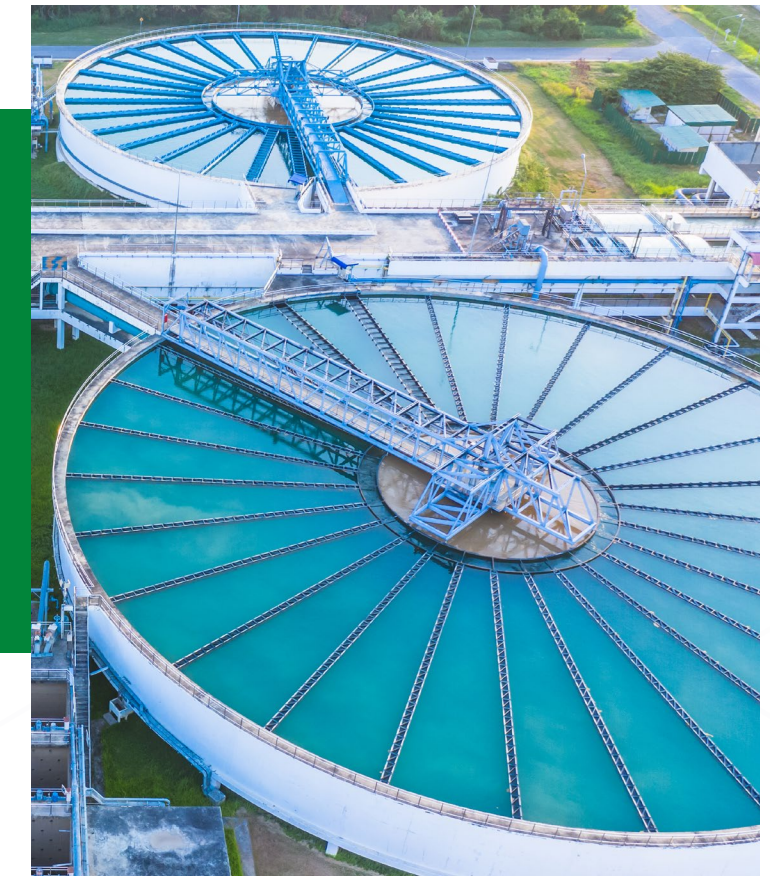
Pharmaceuticals in the Environment

We acknowledge the impact that pharmaceutical products can have on the environment. Mallinckrodt manufacturing sites adhere to emission and effluent-related regulations as well as permit requirements, meeting specified conditions and limits. Through these stringent standards, we demonstrate our commitment to environmental stewardship and public health, aiming to minimize our products' impact on biodiversity and the environment.

For example, our manufacturing facility located in St. Louis, Missouri, U.S., operates a thermal oxidation and scrubber system to keep chemicals out of the environment. The thermal oxidizer removes chemical substances from the vents of process equipment and the wastewater steam strippers remove chemical substances from wastewater prior to discharge.

EXCELLENCE IN WASTEWATER MANAGEMENT

- Our manufacturing facility in St. Louis, Missouri, U.S., received the **2023 Industrial Pretreatment Gold Award** by the Missouri Water Environment Association in recognition of its environmental excellence in wastewater management and standards.
- Our manufacturing facility in Raleigh, North Carolina, U.S., received the **2023 Environmental Stewardship Award** by the City of Raleigh Water for 100% compliance with industrial pretreatment program requirements and our commitment to environmental standards.



Waste

Our facilities follow waste management strategies that aim to curtail waste production and improve disposal methods. We consistently evaluate techniques to reduce waste throughout our operations.

- We seek to reduce waste at the source and minimize it when adopting new processes or altering existing ones, aiming to lessen both the amount and harmfulness of waste produced.
- Our waste management vendors, responsible for handling waste transport, treatment, storage or disposal, are rigorously vetted internally and are required to possess necessary permits from regulatory bodies.
- We work to prioritize recycling of in-process materials and by-products through reuse and recovery, which reduces waste management costs and raw material usage, and enhances production efficiency.

2023 Waste Data

In 2023, we added the reporting of non-hazardous waste across the Company.

	Specialty Brands	Specialty Generics	Total
Total Hazardous Waste ¹ (metric tons)	68	5,877	5,945
% Hazardous Waste Recycled, Reclaimed or Thermally Recovered ²	25%	86%	85%
Total Non-Hazardous Waste ¹ (metric tons)	267	4,580	4,847
% Non-Hazardous Waste Recycled, Reclaimed or Thermally Recovered ²	22%	40%	39%

¹Includes limited estimations, where waste weights may not be available.

²Percentage based on quantity of waste recycled, reclaimed (on- or off-site) or incinerated with thermal recovery, divided by the total waste generated.

WASTE CONVERTED TO ENERGY

In 2023, our manufacturing facility in Hobart, New York, U.S., recycled over 150 metric tons of contaminated personal protective equipment (PPE) in a waste-to-energy program. Over the past nine years, the site has diverted over 1,000 metric tons of PPE waste from being landfilled.

At our plant in Raleigh, North Carolina, U.S., 91% of the hazardous waste generated was burned for energy recovery on-site. Our facility is one of the few in North Carolina that has obtained the capability to reclaim tar-based byproducts as an energy source in its boilers and avoid landfill disposal as a result.

These initiatives not only harness the potential of waste-to-energy conversion but also mitigate any adverse environmental impacts caused by waste streams.

DIGITAL INNOVATION REDUCES WASTE

Mallinckrodt's Customer Care team embraced digital innovation, saving over 23,000 sheets of paper annually by transitioning from paper-based processes to digital solutions. Key transformations included digitizing billing documents and adopting virtual customer contract packets, which not only decreased environmental impact, but also improved operational efficiency.

ECO-CONSCIOUS CONSUMPTION

In response to employee feedback, Mallinckrodt eliminated single-use coffee cups at its two largest corporate offices. This initiative has led to a reduction in waste, saving approximately 20,000 cups per year.

SUSTAINABLE INOMAX DISTRIBUTION

Our INOmax (nitric oxide) gas for inhalation product is supplied to hospitals through a fleet of approximately 35,000 cylinders. To minimize waste, we collect and refill these cylinders several times annually. In 2023, we successfully delivered 75,344 cylinders of INOmax to patients exclusively through refilled cylinders, without introducing any new cylinders to the fleet.



Students in the lab at Students 2 Science

SOCIAL

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OUR PATIENTS

Access to Medicines

Mallinckrodt believes every patient should be able to readily obtain the medications needed for their health and well-being. We advocate for measures that minimize out-of-pocket expenses for patients and promote access to new treatments through forward-thinking approaches in healthcare reimbursement and delivery. Through collaboration with patient organizations and other stakeholders, we strive to cultivate solutions that streamline access to vital medications and reduce obstacles patients encounter in accessing the care they require.

Our initiatives include:

Patient Support Programs
Providing assistance programs and commercial co-pay support for eligible patients for certain branded pharmaceuticals.

Policy Advocacy and Access Support
Advocating for policies that pay for, or cover, innovative therapies for Medicare and Medicaid beneficiaries, reduce out-of-pocket costs and ensure patient access to necessary treatments.

Generic Drug Development
Creating affordable, high-quality generics to improve access to essential medications.

Evidence Generation and Data Sciences (EGDS)
Utilizing EGDS as a pivotal tool in enhancing access through data-driven insights and evidence-based practices.

Supply Chain Management
Ensuring a stable supply of ingredients for medicine production.

Cross-Industry Collaborations
Collaborating across stakeholders to develop policies that improve patient treatment access.



Mallinckrodt's dedication to expanding access to innovative treatments is at the core of our mission. This latest development in Japan is a testament to our ongoing efforts to address the needs of patients worldwide, particularly those facing challenging medical conditions with limited treatment options."

Lisa French
Executive Vice President and Chief Commercial Officer

EXPANDING ACCESS TO INNOVATIVE TREATMENTS

In 2023, the Japan National Health Insurance system approved reimbursement for the CELLEX ECP system, for the treatment of steroid-resistant or -intolerant cGvHD. This milestone represents a significant breakthrough for patients in Japan, granting healthcare providers the ability to prescribe this essential therapy to those suffering from cGvHD.

ACTHAR® GEL PATIENT SUPPORT AND COMMERCIAL CO-PAY ASSISTANCE

Mallinckrodt offers a comprehensive patient support program for patients prescribed FDA-approved Acthar Gel (repository corticotropin injection). Once enrolled through their physician, patients receive personalized assistance from a dedicated Nurse Navigator and Case Manager, as well as support in navigating access and coverage through the insurance approval process at no additional cost.

Furthermore, patients with little or no insurance who qualify can apply to our patient assistance program to receive their Acthar prescription at no cost. For those with commercial or private insurance, we offer co-pay assistance designed to significantly reduce patient co-pays, potentially to \$0, with an annual coverage of up to \$15,000.

Mallinckrodt donated \$1.1 billion¹ worth of medicine through its Acthar Patient Assistance Program in 2023. This initiative underscores our dedication to addressing healthcare disparities and making a meaningful impact on public health.

¹Product donations are valued at wholesale acquisition cost.

ADVANCING HEALTHCARE WITH DATA-DRIVEN INSIGHTS

Mallinckrodt's EGDS team is instrumental in enhancing patient access to medicines. Through rigorous analysis, they provide key insights into treatment value and efficacy that can guide decision-making in healthcare. They contribute to the development of access strategies by identifying unmet patient needs and collaborating with regulatory bodies and other stakeholders. Their evidence-based approach helps ensure equitable access to vital therapies, contributing to a healthier society. In 2023, the Mallinckrodt EGDS team completed 18 company-sponsored research initiatives and delivered 53 publications in peer-reviewed journals or presentations at scientific conferences.

IMPROVING ACCESS AND AFFORDABILITY WITH GENERIC MEDICINES

Mallinckrodt enhances patient care by making generic medications both accessible and affordable. We maintain the highest standards of quality, reliability, and accessibility. By taking proactive steps through strategic collaborations, strong supply chain management and investment in manufacturing, we strive to prevent shortages and disruptions in the availability of these essential medicines.

In 2023, Mallinckrodt introduced three new products that reinforce our dedication to affordable healthcare. These included generic alternatives for Mydayis and Vyvanse, both essential treatments for ADHD, as well as morphine sulfate tablets for pain management.



Generics play a pivotal role in the healthcare ecosystem, offering a pathway to increased access and affordability for patients. We are proud to contribute to this vital aspect of healthcare by introducing high-quality generic alternatives that ensure essential medicines are available to those who need them, without financial burden."

Stephen Welch
Executive Vice President and
Head of Specialty Generics

OUR PATIENTS

Patient Advocacy

Mallinckrodt collaborates with advocacy groups to gain deeper insights into the patient and caregiver journey, while also championing patient education, raising awareness, and supporting advocacy initiatives.

Every interaction we have with the advocacy community is an opportunity to gain perspective and build trust. Aligned with the Mallinckrodt Code of Conduct and our U.S. and International policies on Interactions with Patients and Patient Advocacy Groups, 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.

MALLINCKRODT HONORED WITH NORD'S INDUSTRY INNOVATOR AWARD

Mallinckrodt's innovative spirit and dedication to addressing unmet medical needs was celebrated at the National Organization for Rare Disorders (NORD) 2023 Rare Impact Awards, where it received the Industry Innovator Award for the creation of a treatment "to improve the lives of rare disease patients." Mallinckrodt was honored for the FDA approval of TERLIVAZ for the treatment of adults with hepatorenal syndrome involving rapid reduction in kidney function.



MALLINCKRODT PATIENT ADVISORY BOARD

Since 2019, the Mallinckrodt Patient Advisory Board (PAB) has helped improve our connection and collaboration with the patient and caregiver advocacy community. Comprised of 16 leaders from organizations such as the Multiple Sclerosis Association of America, Prevent Blindness, the American Liver Foundation and Global Genes, the PAB meets quarterly to discuss healthcare developments, patient and caregiver challenges, and strategies for enhancing health outcomes. In 2023, the PAB concentrated on health equity, healthcare policy and legislation, and addressing patient access issues.



Mallinckrodt's PAB members share a common mission to improve the lives of patients. Leaders from various patient advocacy groups can connect, share, and learn from one another in an open and collaborative environment, all for the benefit of patients. We are grateful for Mallinckrodt's remarkable leadership and vision in building and supporting this valuable community."

Lorraine Stiehl
Chief Executive Officer,
American Liver Foundation

ADVANCING THE PATIENT VOICE

Mallinckrodt works with the patient advocacy community to ensure that patients have a voice with clinicians, researchers, healthcare companies, policy makers and regulators in the decisions that affect their healthcare. By supporting the work of the patient advocacy groups, we can help the voice of the patient be elevated and used to improve outcomes for everyone. Examples of our support in 2023 include:

Lupus Foundation of America Ambassador Program

This program harnesses the passion and dedication of 160 Ambassador volunteers spanning 23 states nationwide to expand awareness and understanding of lupus within their communities. Through peer-to-peer education and outreach initiatives, Ambassadors play a crucial role in reducing diagnosis times, promoting participation in clinical trials for lupus research, and equipping individuals with the tools to manage their condition effectively. Mallinckrodt proudly sponsors the Circle of Excellence Award for Ambassadors who reach specific milestones.

EveryLife Foundation Rare Disease Week on Capitol Hill

For many years, Mallinckrodt has supported this impactful annual event that convenes hundreds of rare disease community members on Capitol Hill in the U.S. to advocate for improved healthcare policies. This program provides advocates with essential tools to shape legislative decisions, ensuring that the needs of the rare disease community are heard and addressed. Our support goes to ensure that all events are accessible to patients, caregivers, and advocates free of charge. With over 600 Rare Disease Advocates participating in more than 300 meetings with members of Congress, this week-long initiative facilitates invaluable connections and empowers individuals to make a difference.

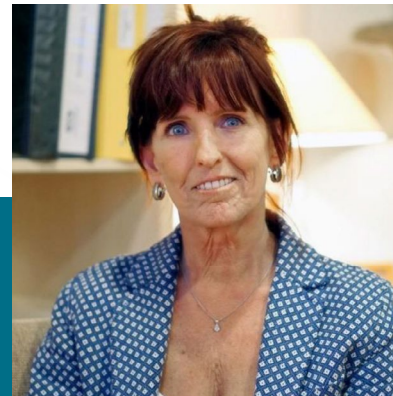
Anthony Nolan

Mallinckrodt's commitment to enhancing the patient voice in healthcare is exemplified through its support of Anthony Nolan's quality of life research program. This initiative seeks to amplify the experiences and needs of stem cell transplant patients and includes the development of a web-based tool to collect demographic and quality of life data. Our support contributes to a deeper understanding of the patient's journey, from transplant to long-term recovery, and the challenges of graft versus host disease. Expansion from a successful three-hospital pilot to potentially 15 transplant centers demonstrates the program's effectiveness in integrating patient experiences into healthcare research. The insights gained will inform the medical community and empower patients, ensuring their voices are heard and their experiences shape future healthcare delivery.

INSIGHTS INTO RARE DISEASES: MALLINCKRODT'S RARE VIEWS CAMPAIGN

Mallinckrodt launched the Rare Views campaign, led by our Patient Engagement & Advocacy team, to amplify the voices of patients navigating the complexities of rare diseases. Based on insightful interviews with patient advocacy organizations, Rare Views offers valuable perspectives on the patient journey - from diagnosis to daily management. This ongoing spotlight series reflects our dedication to understanding and addressing the needs of patients, driving positive impact within the healthcare community. Learn more at mallinckrodt.com/about/patient-stories.

RARE VIEWS



MAUREEN SAUVÉ:
A PATIENT
ADVOCATE
LIVING WITH
SCLERODERMA



SUSAN HEPWORTH:
ADVOCATING
FOR INFANT
HEALTH

OUR PEOPLE

People & Culture

At Mallinckrodt, we recognize that our success is deeply intertwined with the well-being and development of our people. Our commitment to nurturing an inclusive and engaged culture and supporting the diverse needs of our workforce lies at the core of this philosophy. Through employee engagement, development opportunities, and competitive compensation and benefits, we cultivate an environment where everyone can thrive and contribute their best.

EMPLOYEE ENGAGEMENT

We place great importance on building a culture of open communication where all employees feel comfortable expressing their opinions and asking questions. We seek employee feedback through various channels including one-on-one sessions, focus groups, and surveys. This valuable input not only informs but also shapes our strategies to attract, develop and retain our talent.

In 2023, Mallinckrodt conducted a company-wide employee engagement survey reflecting our commitment to open communication and collaboration. Employee feedback highlighted our organizational strengths, notably our sense of purpose, effective prioritization, and inclusive culture. The results also underscored the importance of visibly acting on the feedback received. We have already started initiating changes to address areas of opportunity revealed.

Employee Recognition

iImpact, our global recognition program, is vital for cultivating a culture of gratitude and collaboration. It allows employees to give peer-to-peer recognition, reinforcing our core values and enhancing our workplace culture. This program has significantly boosted morale and the sense of belonging among our employees. Colleagues can show appreciation by sending thank-you notes, celebrating milestones or granting monetary awards for outstanding work. Over 17,200 iImpact awards and/or e-cards were given to employees in 2023.

Innovation Tournament

In 2023, we introduced the “Our Future is Here” Innovation Tournament to spark creativity and innovation among our global team. This initiative invited employees to submit ideas aligned with our mission, aiming to enhance patient and customer experiences or improve operational and environmental efficiencies. We received over 400 submissions, demonstrating the enthusiasm of our employees in driving progress and innovation at Mallinckrodt.



Employees participating in an event for Women's History Month

DIVERSITY, EQUITY AND INCLUSION

Mallinckrodt strives to create a fair and inclusive workplace where every employee has equal access to opportunities, resources, and pathways for growth. We have established policies and practices to protect our employees and applicants from discrimination of any kind and to comply with applicable state and local laws governing nondiscrimination. By nurturing an inclusive workplace, we tap into the full potential of our talent – enabling us to better serve the needs of patients and communities worldwide.

We build our culture of inclusion and belonging through a range of initiatives and activities to enhance our collective experience, including:



Training and Education

We offer training and education programs to raise awareness, foster understanding, and promote inclusive behaviors across all levels of the organization.



Leadership and Opportunity

We pledge to foster an environment where all employees have access to development opportunities to grow, excel and lead within our teams.



Community Outreach

We extend our commitment beyond our walls, collaborating with communities and organizations to promote health equity and support underserved populations.



Employee Engagement

Our Business Resources Groups (BRGs) provide a platform for our employees to connect, share experiences, and contribute to initiatives that enhance inclusivity and cultural understanding.

EQUALITY 100 AWARD

For the seventh consecutive year, Mallinckrodt has received the esteemed Equality 100 award from the Human Rights Campaign Foundation's Corporate Equality Index. This accolade affirms our unwavering commitment to fostering a workplace where every employee, regardless of sexual orientation, gender identity, or expression, is appreciated, respected, and empowered to thrive.



FORBES 2023 BEST EMPLOYERS FOR VETERANS

Mallinckrodt earned a place on Forbes' 2023 America's Best Employers for Veterans list. Part of our inclusive culture is a commitment to offering veterans meaningful careers, support, and a welcoming workplace.



In my personal experience, Mallinckrodt demonstrates a strong commitment to its employees who are called to active duty. It is comforting to know that there are differential pay benefits available to support activated Reservist employees."

Josie Niemira
Key Account Manager and
U.S. Army Veteran

BUSINESS RESOURCE GROUPS

Mallinckrodt's BRGs are voluntary, employee-led groups that foster networking and professional growth, enhancing our unique culture. Each BRG is sponsored by a member of our Executive Committee, and regularly hosts educational events to promote an inclusive workplace.

Examples from 2023 include:

African American

Recognized Black History Month with employee spotlights and a keynote event with the organization Black Girls Do STEM. The BRG also sponsored a virtual back-to-school fundraiser supporting the Kids in Need Foundation.

Balance Network

Refined our approach to support a diverse group, including parents, parents of children with special needs, elder caregivers, and employees balancing health and work.

Champion Circles

Sponsored peer-to-peer mentorship connecting employees with each other across roles, levels and locations to foster camaraderie and professional development.

Namaste Asia

Celebrated Asian American, Native Hawaiian and Pacific Islander (AANHPI) Heritage Month with a webinar on leadership, and cultural events, as well as educated our employees on Japanese Respect for the Aged Day.

PrideAlliance

Marked Pride Month with a live event on transgender inclusion and raised awareness of Mallinckrodt's inclusive benefits with employees, as well as Transgender Day of Visibility and National Coming Out Day.

Veterans

Organized employee volunteer initiatives and joined the "Greenlight a Vet" campaign to demonstrate support for veterans by illuminating green lights at our U.S.-based facilities.

Women In Business

Celebrated International Women's Day and Women's History Month through employee engagement and webinars on intersectionality, healthcare disparities and mentorship.



PrideAlliance BRG Chairs accepting Equality 100 award



Employees volunteering with the Veterans BRG



Cultural event marking AANHPI Heritage Month



Employee members of our African American BRG

LEARNING AND DEVELOPMENT

We focus on empowering our employees to achieve their full potential through various learning programs and resources, aligning their growth with our business objectives.

Acknowledging the varied needs and ambitions of our workforce, we provide a comprehensive suite of development opportunities. These include tuition reimbursement, management development programs, tailored individual development plans, a vast selection of e-learning resources, workshops, seminars, networking, and mentoring. We also collaborate with external organizations on leadership training for our employees.

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 2023, Mallinckrodt employees viewed more than 35,000 online videos on LinkedIn Learning.



Institute for Management Studies (IMS)

Through Mallinckrodt's IMS membership, our employees gain access to experts in their fields, including insights from renowned authors, scholars, researchers and consultants. IMS offers monthly programs on strategic, functional and interpersonal skills, encompassing topics like communication, strategic planning, critical thinking, and resilience. Additional benefits include complimentary monthly seminars, half-day workshops, tailored learning paths, executive series and custom solutions. In 2023, 446 employees participated in an IMS workshop or seminar.

Performance Management

Characteristics of a high-performance culture include transparent communication, teamwork and a commitment to continuous improvement. Our Performance Management approach embodies these principles by facilitating regular check-ins and ongoing feedback between employees and managers throughout the year. Our employees engage in an annual performance evaluation aimed at exploring development goals, recognizing achievements and pinpointing areas for growth. Additionally, we employ Talent Profiles, a tool that enables employees to showcase their experiences, skills and career aspirations. These profiles serve as a resource for managers across the organization to identify avenues for career advancement and internal promotion.

My Career Journey

Mallinckrodt hosted two "My Career Journey" panel discussions - designed to inspire and empower our employees on their professional paths. Over 85 employees joined these virtual sessions where Company leaders candidly shared their personal career trajectories, revealing pivotal moments and invaluable lessons learned along the way. These insightful narratives aimed to ignite motivation and foster personal development, encouraging individuals to take proactive steps in shaping their own career narratives.

Management for Peak Performance (MPP)

The MPP program is designed to equip early-career and aspiring people managers with fundamental management skills, while also offering seasoned managers a refresher on these essential skills. Managers and supervisors significantly influence the employee experience. This program arms managers with important tools and techniques to guide their teams effectively at Mallinckrodt, ensuring employees stay engaged and productive. Since its launch in 2022, the program has seen 97 managers graduate, with an estimated 80 more set to participate in 2024. Plans are underway to continue the program into 2025.



I anticipated standard professional development with the MPP training; however, I was happily surprised by its unique approach. The course and feedback from my peers significantly changed my daily interactions with people. Changes in my behavior were evident, as noted by my colleague's comments on the positive changes they observed."

Paul Dibble
Manager, Materials



Internship Program

Mallinckrodt relaunched its summer internship program in 2023 at six of our U.S. sites. The program provided 23 undergraduate and graduate students with an immersive experience in the pharmaceutical industry.

Over the course of 11 weeks, interns gained hands-on experience across multiple business functions such as Quality, R&D, Operations, Commercial and Human Resources. They enhanced their skills through real-world assignments and presented on their experience during a Capstone Presentation at the program’s conclusion. In addition to their daily responsibilities, the program offered interns networking opportunities and professional development workshops, fostering connectivity across the organization.

Due to its success, the 2024 program is set to expand in size and will be extended globally. Through this initiative, we aim to mentor future talent while simultaneously nurturing the development of our current employees, promoting a culture of continuous learning and advancement within the organization.



Sigg Olafsson, President & CEO, meets with Mallinckrodt interns

St. Louis Fellows Program

The St. Louis Business Diversity Initiative Fellows Experience is a comprehensive development program tailored to meet the needs and aspirations of mid- to senior-level professionals of color. Over the course of a year, participants engage in activities aimed at bolstering their leadership skills, fostering professional growth, and cultivating meaningful connections within their communities. Through a combination of professional development workshops, networking opportunities, and involvement in civic initiatives, this program equips participants with the tools and resources necessary to excel in their careers and make a positive impact in their organizations and beyond. Since 2008, 42 Mallinckrodt employees have completed this prestigious program.

TALENT ACQUISITION

Our talent acquisition approach is anchored in merit and openness, providing every candidate an equal opportunity to showcase their capabilities and potential. We adhere to a selection process based on merit, assessing candidates strictly on their professional qualifications, experience, and compatibility with the role. This philosophy of fairness and transparency guides our evaluation of potential talent.

Additionally, we value diversity of thought and believe it is a key driver of innovation and excellence. We aim to recruit talent from a broad spectrum of backgrounds, recognizing that diverse viewpoints and experiences enhance our organization and our ability to serve our patients and other stakeholders effectively.



Participating in the Fellows Experience has been transformative, providing me with a comprehensive leadership toolkit that is not only enhancing my professional journey at Mallinckrodt but also enriching my personal life. It’s a unique program that stands out from other leadership training and I’m confident these tools will be invaluable as I advance to become a people leader.”

Phil Veasley
Associate Director of
HR Systems and Solutions

COMPENSATION AND BENEFITS

Mallinckrodt's Total Rewards program underpins our commitment to employee well-being, offering a holistic suite of benefits for our employees and their families. Our benefits encompass physical, emotional and financial health, with ongoing refinement to meet our workforce's evolving needs.¹ Additionally, Mallinckrodt employs fair pay practices. Employee pay is assessed for internal pay equity, in line with our compensation structures and market data, which supports our efforts to attract and retain talent.

- **Well-Being Solutions 360:** This digital platform provides educational content, coaching, and incentives to promote personal well-being for employees and their eligible dependents. It is utilized by various departments to maximize employee engagement.
- **Employee Assistance Program:** Offered through UnitedHealthcare/Optum, this program provides mental health resources and counseling, ensuring employees have access to support when needed.
- **Healthcare Support and Advocacy:** This includes advocacy programs covering cancer, fertility, maternity, behavioral health and disease management, second opinion services and zero-cost medications for specific chronic conditions and company-manufactured prescriptions.
- **Inclusive Healthcare and Support:** Our U.S. healthcare plans include gender-affirming care and support for healthcare-related travel, and gender-neutral restrooms are available in some of our newer buildings.
- **Parent and Caregiver Support:** We provide robust support, including paid leave and equitable family formation benefits such as fertility support and adoption assistance.
- **Financial Wellness:** We offer competitive compensation packages and incentive programs, as well as retirement savings plans, flexible spending accounts, tuition reimbursement and innovative programs like our new Student Debt Retirement Match Program, to enhance financial stability.

LEADING IN WELLBEING

For the third year in a row, Mallinckrodt was recognized in the Top 100 Companies Leading in Wellbeing index which acknowledges companies in Ireland who are leading the way for employee wellbeing. We were also re-accredited with the prestigious KeepWell Mark™ 2023-2025 designation honoring employers for putting employee wellbeing at the forefront of Company policy.



¹Mallinckrodt has employees based in 16 countries outside of the U.S. Availability of employee benefits may vary depending on location. Periodic benchmarking is conducted to monitor competitiveness in the local market in each country.

Championing Health and Wellness

As part of our culture of holistic well-being and social responsibility we supported various health and wellness advocacy awareness months and initiatives in 2023. From Mental Health Month to “Movember,” Breast Cancer Awareness Month, and Rare Disease Week, we prioritize raising awareness, promoting education, and providing support for these important causes.

We also seek to provide support and opportunities for our employees to prioritize their health and connect with their colleagues. This includes:

- Introduction of our new Well-being Room at our office in Dublin, Ireland, offering a tranquil environment for reflection, relaxation, and support during challenging times.
- Participation in wellness initiatives such as the St. Louis Biz Dash 5K race to promote physical activity, teamwork, and community engagement.

Engaging in initiatives that address both physical and mental health challenges makes a positive impact on the well-being of our employees and the communities we serve.



Employees at St. Louis Biz Dash



Employees showing their “stripes” during Rare Disease Week



Participating in the St. Louis Biz Dash was an incredible team-building experience. It was inspiring to see colleagues come together, pushing each other to reach the finish line while having fun and supporting a great cause. I hope to see our team continue to grow next year!”

Jamie Boschert
Senior Direct Sourcing Agent

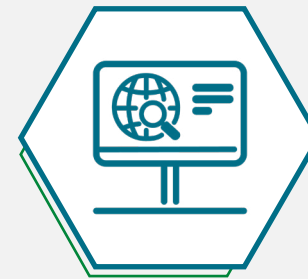
OUR PEOPLE

Health & Safety

At Mallinckrodt, we are unwavering in our dedication to ensuring the health and safety of our employees, stakeholders and communities. Our commitment to maintaining high standards in health and safety permeates every aspect of our operations and is reflected in Mallinckrodt's global Environmental, Health and Safety (EHS) policy that applies to all employees and contractors.



PRACTICES TO BUILD OUR SAFETY CULTURE



ENTERPRISE EHS MANAGEMENT SYSTEM

Our comprehensive Enterprise EHS Management System serves as the cornerstone of our safety culture, providing a structured framework for identifying, assessing, and managing risks across all facets of our operations. It integrates best practices, regulatory requirements and continuous improvement processes to ensure the highest standards of safety performance.



OCCUPATIONAL HEALTH AND SAFETY POLICIES AND PROCEDURES

Aligned with our EHS Management System, we maintain rigorous occupational health and safety policies and procedures designed to mitigate workplace hazards, prevent accidents and promote a culture of safety excellence. Our policies and procedures undergo regular review and enhancement to reflect evolving industry standards and regulatory mandates.



TRAINING AND EDUCATION

We have comprehensive training programs that equip our employees and contractors with the knowledge and skills necessary to identify risks and implement safety measures effectively. Our training curriculum encompasses areas such as emergency response protocols, ergonomic practices, chemical handling procedures, and personal protective equipment (PPE) usage, as well as mandatory training on our global EHS policy.



HEALTH PROMOTION

We prioritize the physical and mental well-being of our employees by offering various health promotion initiatives, including wellness programs, access to healthcare services, and resources for stress management and mental health support through our Employee Assistance Program.

OPERATIONAL SAFETY

Employee health and safety starts with safe equipment and processes. At Mallinckrodt, this includes:

- **Facility Safety Measures:** Our manufacturing facilities and laboratories are equipped with robust safety systems and technologies to ensure the safe handling of materials and processes. We conduct regular inspections and audits to assess compliance with safety standards and identify areas for improvement.
- **Risk Management:** We employ a robust risk management framework to proactively identify, assess and mitigate potential risks across our operations. This includes conducting risk assessments, implementing control measures and establishing contingency plans to address emergencies.
- **Incident Reporting and Investigation:** We maintain transparent communication channels for reporting safety incidents and near misses, encouraging employees to promptly raise concerns or observations. All reported incidents are thoroughly investigated, and corrective actions are implemented to prevent recurrence.

2023 Health & Safety Data

These indicators are based on Occupational Safety and Health Administration definition.

	Specialty Brands	Specialty Generics	Total
Total Recordable Injury Rate (per 100 employees)	0.33	1.92	1.18
Number of Recordable Injuries	4	27	31
Lost Time Incident Rate (per 100 employees)	0.16	0.50	0.34
Number of Lost Time Injuries	2	7	9
Total Number of Hours Worked	2,456,070	2,808,817	5,264,887

JOURNEY TOWARDS ZERO INJURY

- We monitor leading and lagging indicators, as well as engage employees around hazard awareness and proactive observations. In 2023, we increased the number of ergonomic risk assessments performed at our Specialty Generics manufacturing sites.
- We continue to hold annual safety events at our manufacturing sites. In 2023, the Safety day at our site in Port Allen, Louisiana, U.S., focused on fire response capabilities with a full site fire drill with the local fire department and training on the use of fire extinguishers. We also held a Safety Fair in Hobart, New York, U.S., where employees could participate in activities that covered safety, wellness and environmental awareness.



Employees participating in the Hobart annual Safety Fair



The Hobart annual Safety Fair was a really engaging day for employees. It provided the opportunity to learn about essential safety practices. It was a great activity that reminded us of the important role each of us plays in building a culture of safety and wellbeing."

Rosie Hanselman
Senior Operations Manager

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 and charitable donations 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 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.



Employee volunteers at Marygrove



Employee volunteers at Food Outreach

GLOBAL MONTH OF SERVICE

Mallinckrodt celebrated its seventh Global Month of Service in October. This initiative encourages employees to engage in community service and volunteerism, reflecting our core values and commitment to global citizenship.

In 2023, our teams contributed hundreds of volunteer hours to over 40 projects worldwide, each addressing needs within our communities. From environmental conservation efforts to educational support, health and wellness, and aiding local nonprofits, the scope of our projects was as diverse as the impact was profound.



Employee volunteers at Eden Food for Change

COMMUNITY HERO AWARD

Mallinckrodt introduced the Community Hero Award to celebrate the extraordinary contributions of our employees who extend their impact beyond our corporate walls. This award honors those who embody the spirit of community service and volunteerism, and employees are encouraged to nominate a colleague who exemplifies these values. In 2023, we proudly recognized three employees with this award, showcasing their dedication to making a difference in the community.



I am incredibly humbled to be chosen as one of the Community Hero Award recipients. This recognition highlights the impact one can have when we channel our passion for community service. I am grateful for the opportunity to make a difference and to be part of a company that values and supports such efforts."

Robyn Patrick
Operations Quality Supervisor



Employee volunteers at Thames Hospice

STEM EDUCATION

Mallinckrodt is invested in the educational development of young minds, particularly in the STEM fields. Our efforts to enhance STEM education are focused on increasing accessibility and early exposure for students in key locations where we operate. Some highlights from our work in the U.S. in 2023 include:



Our collaboration with Students 2 Science allowed for the expansion of the V-Lab e-learning program, reaching more students in underserved districts in New Jersey, U.S., and supporting after-school programs with organizations like the Boys and Girls Club.



Our support for Maydm in Wisconsin, U.S., enabled the organization to offer five summer STEM programs, benefiting over 100 students with skill-building, practical experiences, and networking opportunities in STEM fields.



We welcomed pharmacy science students from South Technical High School in Missouri, U.S., for a facility tour and career discussions, providing valuable insights into manufacturing and R&D roles within Mallinckrodt.



Employees volunteering at Students 2 Science

OUR WORLD

Responsible Supply Chain

Mallinckrodt is committed to ethical and sustainable procurement and supply chain management. We engage with suppliers who share our values and hold them to the high standards outlined in our [Supplier Code of Conduct](#). This code specifies our expectations for ethical, sustainable, and responsible business conduct, including adherence to equal employment standards and the prohibition of child labor and human trafficking.

Mallinckrodt's approach is multifaceted, starting with a deep understanding of our supply chain and the identification of key suppliers for critical products and services. We are aligned to various initiatives and regulations to ensure responsible practices:

Pharmaceutical Supply Chain Initiative (PSCI)

Mallinckrodt is a long-standing member of the PSCI, a consortium dedicated to enhancing social, environmental, and economic outcomes in 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, and environmental care.

Ethical Sourcing – Conflict Minerals

As part of compliance with U.S. SEC Conflict Minerals rules and aligned with our [Conflict Minerals Policy](#), we map the supply chain of applicable suppliers, investigate potential risks, and implement mitigation activities, as appropriate. Our latest Conflict Minerals Report can be found [here](#).

Human Rights and Security in our Supply Chain

Mallinckrodt is committed to preventing human rights violations in our supply chain and remaining compliant with U.S. and international disclosures, as detailed on the [Respect for Human Rights](#) page of this report. Additionally, we voluntarily participate in the Customs-Trade Partnership Against Terrorism (C-TPAT) Program, which includes annual validations and risk assessments of suppliers outside of the U.S. to safeguard against threats such as terrorism, human smuggling, forced labor of any kind, and drug trafficking.

Third-Party Due Diligence

As a component of our Anti-Bribery and Anti-Corruption (ABAC) compliance program described on the [Business Ethics](#) page, Mallinckrodt conducts due diligence on our upstream and downstream third parties, including customers, suppliers, vendors, and intermediaries. This process uses a risk-based approach to manage potential legal, financial and compliance risks linked to third parties representing us.

Our third parties undergo an extensive background check using international databases and media sources. The screening is performed over 1,300 lists, looking for sanctions, embargoes, watch lists and human rights issues, as detailed on the [Respect for Human Rights](#) page. Depending on the risk ratings, additional diligence reports may be generated to delve deeper into potential risks, covering aspects like human rights, labor rights, health and safety at work, environmental issues and criminal activities.

SUPPLIER DIVERSITY

Mallinckrodt fosters sustainable relationships with diverse suppliers, which is essential for delivering ongoing value to our patients, customers and the broader global community. We incorporate supplier diversity into our procurement processes and encourage our sourcing teams to actively seek and collaborate with diverse suppliers as a key component of their business strategies.

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 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*.

We engaged 758 small and diverse suppliers, which represents an increase of 57% from 2022. Diverse suppliers represented 21% of our addressable spend in 2023.¹

¹This represents Mallinckrodt’s total global addressable spend, excluding Japan and Australia due to the unavailability of supplier-level data. The metric is calculated using the methodology prescribed for diversity spend reporting by Veterans Affairs subcontractors, as outlined in Mallinckrodt’s Veterans Affairs Subcontracting Plan.

EMPOWERING SUSTAINABLE PROCUREMENT CHOICES

Mallinckrodt’s Global Procurement team has taken steps toward sustainable and diverse purchasing practices. With the introduction of Eco-Friendly and Diversity alerts in our purchasing catalogs, which include most major online business providers, employees are now prompted to select products marked as “Eco-Friendly” or “Greener Choice,” and those from diverse suppliers.

This initiative aligns with our sustainability goals by enabling informed decision-making and supporting purchases that contribute to environmental and social responsibility. The alerts also enable efficient tracking and reporting of sustainable products.



OUR WORLD

Respect for Human Rights

Mallinckrodt recognizes the critical importance of upholding human rights across all aspects of its operations. Rooted in our core value of integrity, respect, and fairness, we are committed to promoting and protecting the fundamental rights and dignity of all individuals impacted by our business activities. This commitment is underscored by our *Position on Human Rights*, which serves as our guiding framework for integrating human rights considerations into our policies, practices, and supply chain management.

Mallinckrodt strictly prohibits sourcing from suppliers involved in forced labor of any kind, human trafficking and unsafe work conditions. Furthermore, we denounce any actions that undermine human dignity and respect. We hold our suppliers and others with whom we do business to high standards, expecting them to adhere to equal employment practices and maintain safe workplaces devoid of human rights abuses, as outlined in our *Supplier Code of Conduct*.

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](#)
- [2023 Conflict Minerals Report](#)
- [UK Modern Slavery Act Disclosure](#)

THIRD-PARTY SCREENING

As part of our third-party due diligence process, we perform various screenings, including some related to human right issues. These screenings cover human trafficking, crimes against children, involvement in armed conflicts, grave violations against children in specific countries, checks against Interpol's databases and necessary checks to prevent forced labor under the Uyghur Forced Labor Prevention Act Entity List.

DISCLOSURE MECHANISMS

Our "Speak Up" culture empowers employees and others with whom we do business to report any concerns or suspected violations, including anonymously, through our *Integrity Hotline*, which operates 24/7. All good faith reports are investigated, and when necessary, corrective and/or disciplinary action is taken to address the issue and prevent future occurrences, ensuring continuous adherence to legal and ethical standards.

EMPLOYEE RIGHTS AND COLLECTIVE BARGAINING

We uphold the rights of our employees to organize or join associations and to engage in collective bargaining should they choose to do so. Our approach is to foster collaborative engagement with employee representatives, striving to reach agreements that mutually benefit both our employees and our business operations. As of 2023, collective bargaining agreements cover ~10% of our U.S. workforce.



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Corporate Governance

At Mallinckrodt, we recognize that effective governance is not solely defined by specific practices, but also by a deep-rooted culture of integrity and responsibility. Our approach to governance is designed to embody these principles, while remaining adaptable to the evolving social, regulatory and economic landscapes in which we operate. We are dedicated to attracting and maintaining a leadership team of directors and officers who are not only experienced and competent but also embody personal integrity and a diverse range of perspectives.

Our Board of Directors has established *Corporate Governance Guidelines* that are aligned with Mallinckrodt's Memorandum and Articles of Association, legal requirements, compliance obligations and good governance practices. These guidelines cover various aspects, including Board composition and selection, independence, and managing conflicts of interest. For more information on our Board and corporate governance, please see our *2024 Proxy Statement* or visit our [website](#).

PERFORMANCE RISK MANAGEMENT (PRM)

Mallinckrodt's Board of Directors oversees an enterprise-wide approach to risk management designed to support the achievement of organizational objectives to improve long-term performance and enhance shareholder value. The Board oversees this process through our PRM governance structure. The Audit Committee, in particular, is tasked with overseeing the annual review of our PRM program and its effectiveness, which includes the annual risk assessment and risk mitigation plan.

Annual Risk Assessment

Our yearly risk assessment survey is a critical tool in identifying, ranking, and managing risks that could affect our ability to meet performance objectives and adhere to legal and regulatory standards. The insights garnered from the assessment are vital in directing our focus toward the most significant risks to business performance. This enables us to engage with the relevant business risk owners and experts who are instrumental in driving mitigation strategies at the site, functional, and product levels, ensuring a proactive stance in risk management.



Integrity & Compliance

Ethical conduct and compliance are the bedrock of our business. Leadership at all levels exemplify a culture of integrity, setting a high standard for our global employees. Our global Integrity & Compliance program is one of the key components of our commitment to the highest standards of integrity and ethical conduct, which are vital for preserving the trust of our stakeholders.

The Integrity & Compliance function operates independently, overseen by our Chief Compliance Officer and the Board's Governance and Compliance Committee, ensuring our policies and procedures are current and adaptable to the dynamic nature of regulatory and legal requirements.

Our commitment to Integrity & Compliance is reflected in our continuous program enhancements, meeting the unique requirements of the pharmaceutical industry, as well as our Corporate Integrity Agreement and Operating Injunction obligations. More information can be found on our [website](#).

SPEAK UP CULTURE

We foster an environment where everyone is encouraged to voice concerns regarding potential legal or policy violations. This can be done anonymously, where permitted by law, through our [Integrity Hotline](#). We take every report seriously, conducting thorough investigations and, where necessary, taking corrective and/or disciplinary action to prevent recurrence. Importantly, we have a non-retaliation policy in place to protect employees who report in good faith, allowing employees to speak up without fear of reprisal. This policy is a cornerstone of our commitment to maintaining an ethical workplace where integrity is not just a principle, but a practice.

speak^{UP}

We put the **'I'** in **Integrity** by speaking up and reporting concerns.

EVERYONE, EVERY DAY, EVERY WAY

Scan QR code to report a concern by phone
<https://www.mallinckrodt.com/Integrity/Hotline/Report.aspx>

Scan QR code to report a concern by web
<https://www.mallinckrodt.com/Integrity/Hotline/Report.aspx>

You are encouraged to report any questions or concerns of misconduct. Mallinckrodt has a strict Anti-Retaliation Policy that protects all employees who speak up.

Mallinckrodt Pharmaceuticals | Integrity Always
 Everyone, Every Day, Every Way

PATIENTS FIRST, INTEGRITY ALWAYS, THE MALLINCKRODT CODE OF CONDUCT

The Mallinckrodt Code of Conduct outlines principles and standards to steer ethical decision-making. Compliance with our Code of Conduct, policies, and relevant laws and regulations is mandatory for employees, contractors, and others with whom we do business. We ensure that Mallinckrodt employees are well-versed in our Code of Conduct through required annual training, with 100% of active employees trained in 2023. The Code of Conduct is publicly accessible on our [website](#) for transparency.



Patients First, Integrity Always: The Mallinckrodt Code of Conduct

REVIEW CODE



INTEGRITY SURVEY

In 2023, we launched our inaugural Integrity Survey, a pivotal step in our ongoing commitment to uphold and embed our core value of integrity across the organization. This survey represents a confidential platform for all employees to voice their honest opinions and feedback specifically on the topic of integrity.

Similar to our annual employee engagement survey, the Integrity Survey provided valuable insights into the state of our corporate culture. With 76% of respondents feeling that Mallinckrodt has a speak up culture, our employees expressed their confidence to voice their concerns. In addition, our leadership and management teams received positive recognition for their integrity, further reinforcing our culture of ethics and open communication. The survey also identified areas for improvement, and we have initiated targeted actions to address these while preserving the appropriate level of confidentiality of our reporting and investigative processes.



CORPORATE COMPLIANCE & ETHICS WEEK

Mallinckrodt celebrated 2023 Corporate Compliance & Ethics Week to shine a spotlight on the importance of compliance and ethics, and also to reinforce our commitment to these values through transparent communication. Activities were aligned to three core principles—awareness, recognition, and reinforcement.



Awareness

We unveiled a new look for our Integrity & Compliance employee resource site, featuring two new sections - “I” in Integrity Resources and Healthcare Professional Engagements - and a fact sheet about our Integrity Hotline.



Recognition

An “Integrity Spotlight” series was launched with videos of employees sharing how they embody the “I” in Integrity in their work. We invited employees to contribute their stories or nominate others for future spotlights.



Reinforcement

We introduced “Tales from the Hotline,” a series of anonymized hotline reports based on actual reports, investigations, and outcomes, in response to 2023 Integrity Survey feedback.

Business Ethics

ANTI-BRIBERY AND ANTI-CORRUPTION

Our commitment to combating bribery and corruption is an integral part of our Integrity and Compliance program. We continuously improve our ABAC policies, procedures and practices to align with evolving regulatory requirements and industry best practices.

ETHICAL SALES AND MARKETING PRACTICES

Mallinckrodt is unwavering in its commitment to ethical sales and marketing practices, ensuring that healthcare professionals (HCPs) are equipped with the latest and most accurate product information for informed decision-making. Our *Code of Conduct*, along with other comprehensive compliance policies, set the standard for our interactions with HCPs, patients and patient-advocacy groups, and other healthcare decision-makers. We require all employees engaged in promotional activities to receive compliance training.

Mallinckrodt's policies are clear: we do not provide HCPs with any incentives that could influence their prescribing or treatment decisions. We prohibit the provision of entertainment or recreation to HCPs in a business context and ensure that any engagement with an HCP, such as consulting or speaking, meets a legitimate business need and that compensation is fair and at market value. In addition, we prohibit off-label promotion of our products, ensuring that all communications are consistent with approved label information and that statements are truthful, accurate, balanced and not misleading.

We strictly adhere to relevant international, national and local regulations, along with industry codes of conduct. Our voluntary certification to the Pharmaceutical Research and Manufacturers of America Code on Interactions with Health Care Professionals (PhRMA Code) is a testament to our dedication to ethical practices. The certification is publicly available on our [website](#).

POLICY FRAMEWORK



Zero-Tolerance Policy

We maintain a Global ABAC policy and have a zero-tolerance stance towards bribery and corruption in any form, applicable to all employees, contractors, suppliers and businesses associated with Mallinckrodt.



Compliance with Laws and Regulations

We adhere to all anti-bribery and anti-corruption laws and regulations relevant to our operations, including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and local laws.



Employee Training

We provide training to educate employees on the risks of bribery and corruption, emphasizing compliance with our policies and reporting procedures.



Risk Assessment and Due Diligence

We regularly assess and mitigate bribery and corruption risks within our operations and supply chain, conducting due diligence on businesses with whom we work, including suppliers, to ensure alignment with our ethical standards.



Supplier and Other Third-Party Business Engagement

We expect our suppliers and other businesses with which we work to adhere to ethical business practices and comply with ABAC laws, incorporating these expectations into our contracts and agreements.



Reporting and Investigation

We have confidential reporting channels for employees and stakeholders to report suspected cases of bribery or corruption, including anonymous reporting where permitted by law. We also maintain policies that guide our impartiality in investigations and disciplinary and/or corrective actions.

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.

Our Policy on *U.S. Political Contributions and Lobbying Activities* outlines our commitment to transparent, ethical and compliant engagements. We strive to 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 filings are publicly available on the [Federal Election Commission website](#).

ETHICS AND TRANSPARENCY IN R&D

Mallinckrodt is dedicated to maintaining the highest standards of quality, safety and integrity at every phase of research and development.

Animal Welfare

At Mallinckrodt, the welfare and humane treatment of animals in research is a top priority. We recognize the significance of applying scientific principles to minimize or eliminate pain and distress before, during, and after experimental procedures. We engage exclusively with service providers who are not only licensed and qualified but also adhere strictly to industry and governmental standards for animal research.

Clinical Trials

Our dedication to the safety and welfare of participants in clinical trials is paramount. We ensure this through:

- **Compliance with Laws and Regulations:** Mallinckrodt-sponsored clinical studies are designed and executed in line with all pertinent national and international laws and guidelines, including 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, among others.
- **Safety Oversight and Reporting:** We conduct vigilant safety monitoring throughout clinical trials to promptly identify any potential safety concerns. Important research findings that could impact participant welfare are disclosed without delay.
- **Data Monitoring:** In certain clinical trials, a Data Monitoring Committee may be engaged to review patient safety data, ensuring participant well-being and the integrity of the study data.
- **Informed Consent:** Prospective participants are provided with detailed informed consent forms, outlining their rights, trial information, reporting procedures and potential risks and benefits.
- **Institutional Review Board (IRB)/Ethics Committee (EC) Approval:** All research sites must secure approval from an IRB/EC, which is responsible for reviewing and monitoring biomedical research involving human subjects.

Where required, summaries and protocols of Mallinckrodt-sponsored clinical trials are made available on the [U.S. Clinical Trials Registry](#), the [European Union Drug Regulating Authorities Clinical Trials Database](#), and any mandatory country-specific clinical trial registries. Additionally, we share clinical trial data with qualified medical researchers who are contributing to the advancement of medical science. This commitment to transparency ensures that our research contributes to the broader scientific community and supports healthcare advancements.

Product Quality & Safety

For 157 years, we have held ourselves to the highest standards of quality and safety. We are committed to meeting all applicable regulatory requirements and enhancing our quality standards and compliance through innovative approaches in our development programs, manufacturing facilities (both internal and external), and all aspects of the product lifecycle. Every facet of delivering drugs and devices to the patients is governed by our comprehensive Quality Management System, establishing the foundation for safety that supports our entire business. We have been successfully audited by the Regulatory authorities, including HPRA, BSI, FDA, Health Canada, MHRA, PMDA and ANVISA.¹

We believe in the importance of cultivating a strong quality culture throughout our business and collaborating closely with our suppliers to ensure their adherence to the same standards. We rigorously follow Good Clinical, Pharmacovigilance, Laboratory, and Manufacturing (GxP) principles across our global operations, upholding stringent regulatory standards and maintaining certifications in numerous international standards. Through this adherence, we strive to ensure that our products are consistently manufactured, tested, and distributed in accordance with the highest quality benchmarks.

Our regulatory compliance extends to participating in Risk Evaluation and Mitigation Strategies (REMS) programs mandated by the FDA, which are designed to guarantee that the benefits of a drug or biological product significantly outweigh any potential risks. We are involved in REMS programs such as the Opioid Analgesic REMS and the Buprenorphine Transmucosal Products for Opioid Dependence REMS, among others, demonstrating our dedication to patient safety and well-being.

Our manufacturing site in Hobart, New York, U.S., hosted more than 40 companies for its first annual supplier quality forum. After a tour of the facility, the suppliers were educated about our products and processes. This led to a collaborative discussion about opportunities for efficiencies, cost, or quality improvements through the goods procured by the site.

QUALITY GUIDING PRINCIPLES

We commit to producing the highest quality products, guided by the following principles:

- Patient safety is our highest priority and is at the forefront of 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.
- Providing quality products and services, which meet or exceed the requirements and needs of the patients and customers we serve.
- Continuously improving our quality systems, processes and operational excellence through analysis and benchmarking against current regulatory expectations and requirements.
- Encouraging participation and promotion of quality responsibilities among all employees through education, training, coaching, and effective communication.

We communicate our position on product quality to all employees, providing the required leadership, management, and resources to achieve our quality objectives.



¹Health Products Regulatory Authority (HPRA, Ireland), British Standards Institution (BSI), Food and Drug Administration (FDA, U.S.), Medicines and Healthcare products Regulatory Agency (MHRA, UK), Pharmaceuticals and Medical Devices Agency (PMDA, Japan), Agencia Nacional de Vigilância Sanitária (ANVISA, Brazil)

PATIENT SAFETY

Patient safety lies at the heart of our mission. We are dedicated to ensuring the safety and efficacy of our products throughout their lifecycle. Our global pharmacovigilance system is the cornerstone of our commitment – monitoring the safety of our products from clinical trials to post-market surveillance.

Robust Pharmacovigilance Procedures

Our robust procedures are designed to continuously monitor and evaluate the safety profile of our products. Through our safety surveillance, we ensure that any potential risks are managed and mitigated effectively. Our vigilance extends to all stages of product development and continues as long as our products are in use.

Training and Compliance

We mandate annual pharmacovigilance and adverse event reporting training for all Mallinckrodt employees and applicable contractors. This rigorous training ensures that our team is equipped to handle any safety information received promptly and accurately, contributing to the ongoing safety assessments of our products.

Transparent Communication

We believe in transparent communication with healthcare providers, patients and regulatory agencies. Providing clear, accurate information about our products and their appropriate use is paramount to promoting their safe use. Our interactions with healthcare professionals are guided by integrity and a commitment to patient care.

RESPONSIBLE DISPOSAL OF MEDICATIONS

Mallinckrodt is dedicated to encouraging responsible disposal practices of household medicines. As a member of the *Pharmaceutical Product Stewardship Work Group (PPSWG)* and its stewardship arm, MED-Project, we support initiatives that facilitate the collection and proper disposal of unused or expired medicines and sharps from households across the U.S., adhering to state and local regulations. The *MyOldMeds* website, provided by PPSWG, offers a convenient resource for consumers to find the nearest drug take back kiosk so they may safely discard unwanted household medications.

ANTI-COUNTERFEITING INITIATIVES

An important aspect of safeguarding patient safety is actively combating the illegal trade of both authentic and counterfeit medications, active pharmaceutical ingredients, and medical devices. Our comprehensive anti-counterfeiting strategy includes:



Serialization

We ensure all of our drug products are serialized and employ unique identifiers for devices. In compliance with the U.S. Drug Supply Chain Security Act, we engage with licensed third-party logistics to oversee the distribution of these serialized products.



Rapid Response

A swift action plan is in place to address any suspicions of counterfeit products. We promptly inform the FDA through the FDA-3911 process and may alert relevant healthcare professionals, pharmacists or distributors to prevent counterfeit products from reaching patients.



Collaboration with Law Enforcement

We support federal, state, and local authorities by analyzing suspected counterfeit drugs and packaging, and when necessary, provide statements or testimony regarding these matters. We also supply genuine drug samples for analytical standards in law enforcement labs and provide placebo medications to aid undercover operations.

Data Privacy & Security

At Mallinckrodt, we recognize the critical importance of data privacy and security in today's digital landscape. We uphold high standards to safeguard the personal and sensitive information entrusted to us by our stakeholders. Our approach to data privacy and security is governed by comprehensive policies and procedures, including our Global Data Protection and Privacy Policy and Enterprise Cybersecurity Policy.

Privacy Protection Measures

- **Compliance with Regulations:** We adhere to relevant data protection laws and regulations in every jurisdiction where we operate, including but not limited to the General Data Protection Regulation (GDPR), California Consumer Privacy Act (CCPA), and other regional legislation.
- **Data Minimization:** Our policies and procedures are designed to collect and retain data that is necessary for our business operations and purposes, minimizing the risk of exposure and unauthorized access.
- **Transparent Data Practices:** We strive for transparency in our data collection, processing, and usage practices, providing clear notices and consent mechanisms to individuals regarding their data.
- **Data Access Controls:** We have procedures to ensure that data is restricted to authorized personnel only, with stringent controls and monitoring mechanisms in place to prevent unauthorized access or breaches.

Security Protocols

- **Cybersecurity Measures:** Our information security program is in line with renowned cybersecurity frameworks, addressing significant risks with leading security services and advanced tools to prevent unauthorized access. This includes employing robust cybersecurity measures such as firewalls, encryption, intrusion detection systems and regular security audits to protect against external threats and breaches.
- **Incident Response Plan:** In the event of a data breach or security incident, we have a comprehensive incident response plan in place to mitigate the impact, notify affected parties and take appropriate corrective actions.

- **Vendor Due Diligence:** We conduct thorough assessments of third-party vendors and others with whom we do business – with the aim of confirming they meet our data security standards and are in adherence to relevant privacy regulations. This may include mandating cybersecurity controls in agreements, conducting annual control audits on critical vendors and providing prompt breach notifications in the event of a security incident.
- **Industry Collaboration:** As a member of the Health Information Sharing and Analysis Center (Health-ISAC), we collaborate on cyber threats within the healthcare sector.

Employee Training

All employees are trained on our data protection and privacy policy as part of the annual Code of Conduct training. To bolster security awareness, employees receive annual mandatory technology trainings. We also conduct phishing simulations and maintain regular communication with employees, ensuring their understanding and compliance with internal policies and procedures.





SUSTAINABILITY DATA SUMMARY

Data respectively as of December 31, 2023 (for 2023), and December 31, 2022 (for 2022), unless otherwise noted. Some totals may not equal 100% due to rounding.

ENVIRONMENTAL

GREENHOUSE GAS (GHG) EMISSIONS (metric tons CO₂e)	2023	2022
Scope 1 GHG Emissions¹	89,052	89,551
Specialty Brands	6,648	7,188
Specialty Generics	82,404	82,363
Scope 2 GHG Emissions Location-based¹	73,947	82,347
Specialty Brands	11,467	13,062
Specialty Generics	62,480	69,285
Scope 2 GHG Emissions Market-based²	74,164	N/A
Specialty Brands	10,781	N/A
Specialty Generics	63,382	N/A
Scope 1 + 2 GHG Emissions³	162,999	171,898
ENERGY (MWh)	2023	2022
Gas and Fuel Consumption	464,861	470,676
Specialty Brands	30,366	32,994
Specialty Generics	434,495	437,682
Electricity Consumption	147,748	151,298
Specialty Brands	20,417	22,734
Specialty Generics	127,331	128,564

¹Both Scope 1 and Scope 2 location-based emissions were re-baselined in 2022.

²Scope 2 market-based was introduced in 2023.

³Calculated based on Scope 2 location-based.

ENVIRONMENTAL (CONT.)

WATER (cubic meters)	2023	2022
Water Withdrawal⁴	1,232,748	1,163,209
Specialty Brands	73,184	72,898
Specialty Generics	1,159,564	1,090,311
Water Discharge⁴	785,124	N/A
Specialty Brands	53,007	N/A
Specialty Generics	732,118	N/A
WASTE (metric tons)	2023	2022
Hazardous Waste⁵	5,945	4,954
Specialty Brands	68	84
Specialty Generics	5,877	4,869
Hazardous Waste Recycled, Reclaimed or Thermally Recovered (%)⁶	85%	88%
Specialty Brands	25%	19%
Specialty Generics	86%	89%
Non-Hazardous Waste⁵	4,847	N/A
Specialty Brands	267	N/A
Specialty Generics	4,580	N/A
Non-Hazardous Waste Recycled, Reclaimed or Thermally Recovered (%)⁶	39%	N/A
Specialty Brands	22%	N/A
Specialty Generics	40%	N/A

⁴Includes limited estimations, where water withdrawal or discharge weights may not be available from invoices or meters.

⁵Includes limited estimations, where waste weights may not be available.

⁶Percentage based on quantity of waste recycled, reclaimed (on- or off-site) or incinerated with thermal recovery, divided by the total waste generated.

SOCIAL

WORKFORCE DIVERSITY	2023	2022
Total Global Workforce	2,806	2,652
Global Workforce by Gender (%)⁷		
Global Workforce - Women	39%	39%
Management (Director+) - Women	34%	35%
Global Workforce - Men	61%	61%
Management (Director+) - Men	66%	65%
People of Color (POC) in U.S. Workforce (%)⁷		
U.S. Workforce - People of Color (POC)	22%	21%
Management (Director+) - People of Color (POC)	16%	18%
U.S. Workforce - White	78%	79%
Management (Director+) - White	84%	82%
HEALTH & SAFETY	2023	2022
Total Recordable Injury Rate (TRIR) per 100 employees	1.18	1.63
Specialty Brands	0.33	0.77
Specialty Generics	1.92	2.41
Number of Recordable Injuries	31	40
Specialty Brands ⁸	4	9
Specialty Generics	27	31

⁷These percentages are based on disclosed and/or declared data.

⁸Includes four COVID-19 cases in 2022.

SOCIAL (CONT.)

HEALTH & SAFETY (CONT.)	2023	2022
Lost Time Incident Rate (LTIR) per 100 employees	0.34	0.69
Specialty Brands	0.16	0.26
Specialty Generics	0.50	1.09
Number of Lost Time Injuries	9	17
Specialty Brands	2	3
Specialty Generics	7	14
Total Number of Hours Worked	5,264,887	4,912,246
Specialty Brands	2,456,070	2,334,838
Specialty Generics	2,808,817	2,577,408
ACCESS TO MEDICINES	2023	2022
Product Donations through Patient Assistance Program (USD, millions) ⁹	\$1,119.5	\$938.7
COMMUNITY OUTREACH	2023	2022
Charitable Contributions (USD, millions)	\$2.3	\$2.7
RESPONSIBLE SUPPLY CHAIN	2023	2022
Number of Small and Diverse Suppliers	758	482
Addressable Spend on Small and Diverse Suppliers (%) ¹⁰	21%	17%

⁹Product donations are valued at wholesale acquisition cost.

¹⁰This represents Mallinckrodt's total global addressable spend, excluding Japan and Australia due to the unavailability of supplier-level data. The metric is calculated using the methodology prescribed for diversity spend reporting by Veterans Affairs subcontractors, as outlined in Mallinckrodt's Veterans Affairs Subcontracting Plan.



OUR BUSINESS

OUR BUSINESS	2023	2022
Net Sales (USD, millions)	\$1,866	\$1,914
R&D Investment as a Percentage of Net Sales (%)	6-7%	6-7%

GOVERNANCE

INTEGRITY & COMPLIANCE	2023	2022
Active Employees Trained on the Mallinckrodt Code of Conduct (%)	100%	99%
BUSINESS ETHICS	2023	2022
Spend on U.S. Lobbying Activities (USD) ¹¹	\$3,398,834	\$2,039,233
Spend on Trade Association, Policy and Political Organization Memberships (USD)	\$984,697	\$1,561,940
Mallinckrodt Political Action Committee (MNKPAC) Receipts (USD)	\$37,482	\$59,472
Mallinckrodt Political Action Committee (MNKPAC) Disbursements (USD)	\$32,500	\$14,500
U.S. Corporate Political Contributions (USD)	\$65,000	\$27,000

¹¹Total expenditures reported include direct costs associated with U.S. lobbying efforts in 2023. 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

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