



Mallinckrodt
Pharmaceuticals

STRONGER TOGETHER STRONGER TOMORROW

Corporate Social Responsibility Report | 2020



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Mallinckrodt employees joined school officials and the President of St. Louis Black Authors of Children's Literature at the grand opening of the Believe Project literacy lab at Halls Ferry Intermediate School in May 2021.

(Photo credit: Lance Omar Thurman)



Message From Our CEO

As I reflect on the past year, two words come to mind: strength and resilience.

2020 was a year of unprecedented challenges – COVID-19 disruptions to our businesses and lives; civil unrest around social injustices; natural disasters compounding complexities. Mallinckrodt also filed and began working through a restructuring plan to strengthen our organization for the future. Through it all, our employees' commitment to patients, our communities and each other never wavered, even as they navigated their own set of personal challenges during the pandemic.

These trying times only deepened Mallinckrodt's focus on our mission – *listening for needs; delivering solutions* – and desire to lead with purpose. From our COVID-19 emergency relief efforts to finding new ways to confront health care and educational disparities in our communities, we remain committed to expanding our social impact around the world.

I'm pleased to release our second annual corporate social responsibility (CSR) report that details Mallinckrodt's ongoing efforts to create a more socially, ethically and environmentally responsible business grounded in integrity. Our progress speaks to the work and dedication of every single employee, and I'm proud of what we've achieved in the face of unimaginable hurdles.

On the following pages, you'll find details about the work we're doing to build a better, more just and inclusive future for everyone – in our communities, within our research and inside our own organization. As a global biopharmaceutical company, we feel a strong sense of responsibility to do everything we can to improve the lives of all people, regardless of their background, culture or identity.

I'm inspired by our employees' passion, focus and resilience during these difficult times. While Mallinckrodt has changed and evolved in many ways over the past 150+ years, we remain steadfast in our commitment to operating our business responsibly while improving patient lives.

One thing that's clear now, more than ever, is the importance of working together to build a stronger tomorrow – for our company and for our communities. Our ongoing dialogue with stakeholders reinforces and only strengthens our commitment to CSR. We will continue to challenge ourselves to reach higher standards of transparency and accountability with a goal of transitioning to environmental, social and governance (ESG) reporting practices over the next two years. On behalf of Mallinckrodt's employees around the globe, thank you for your interest and feedback.

Sincerely,



“One thing that's clear now, more than ever, is the importance of working together to build a stronger tomorrow – for our company and for our communities.”

Mark Trudeau,
President and Chief Executive Officer

ABOUT Mallinckrodt

Mallinckrodt is a global biopharmaceutical company dedicated to developing innovative therapies and cutting-edge technologies for underserved patients with severe and critical conditions. Founded in 1867, Mallinckrodt has been advancing the fields of science and medicine for more than 150 years.

We define success not only by our ability to improve the lives of patients, but by the positive impact we make in the world.



John M. - actual patient

2020 BY THE NUMBERS

**\$2.2
BILLION**
NET SALES

**\$290.8
MILLION**
13% OF NET SALES
INVESTED IN
RESEARCH &
DEVELOPMENT

3,100+
GLOBAL
EMPLOYEES

Working Together to Improve the Lives of Underserved Patients

Mallinckrodt's strategic vision is to be an innovation-driven biopharmaceutical company focused on improving outcomes for patients with severe and critical conditions. This is our roadmap for success.

**Our mission to get there is two-fold:
Listening for needs. Delivering solutions.**

We listen to all our stakeholders to understand the unmet needs of patients. These insights inform the creation of the innovative therapies and next-generation devices that we bring to market.

These conversations also help us better understand unmet needs in our communities. It drives our commitment to being a better corporate citizen – always striving to improve the way we work and the communities around us.

Mallinckrodt's four core values empower us to achieve our mission and vision, guiding everything we do:

Our values are the foundation of our company



Patient-Centric



Innovative



Integrity



Collaborative

MALLINCKRODT'S TWO CORE BUSINESS SEGMENTS:

Specialty Brands: areas of focus include autoimmune and rare diseases in specialty areas, like neurology, rheumatology, nephrology, pulmonology and ophthalmology; immunotherapy and neonatal respiratory critical care therapies; regenerative medicine; analgesics and gastrointestinal products

Specialty Generics: includes a portfolio of pain management, substance abuse and attention deficit hyperactivity disorder (ADHD) products, as well as an impressive franchise of active pharmaceutical ingredients





Stronger Together. Stronger Tomorrow.

Mallinckrodt continuously seeks opportunities to shape a stronger tomorrow for our patients and our communities – from developing innovative therapies to patient advocacy and community outreach initiatives. Our achievements are directly attributable to the strength of our organization, which is why we are committed to creating a work environment that is safe, inclusive, ethical and compliant.

Corporate social responsibility (CSR) is more than just a priority at Mallinckrodt, it is an essential and inseparable part of our culture and purpose as an organization. It's our north star – helping bring into focus the meaning and value of what we do every day as part of our mission of listening for needs and delivering solutions.

Amol Karwa, Mallinckrodt Innovation Portfolio Manager, volunteering at a personal protective equipment (PPE) distribution event.

Mallinckrodt's approach to CSR centers around four key priorities:



**CREATE BETTER
LIVES FOR PATIENTS**



**ADVANCE OUR PEOPLE
& CULTURE**



**RESPOND TO THE
NEEDS OF OUR
COMMUNITY**



**ENGAGE IN
RESPONSIBLE
BUSINESS PRACTICES**

COVID-19

Responding to the Pandemic:

A Year of Service and Resilience

2020 was an unprecedented year as the impact of COVID-19 disrupted nearly every aspect of our lives. Mallinckrodt employees faced the difficulties head-on, coming together to innovate and collaborate in new ways to support patients and our communities.

Employee safety remained a top priority throughout the pandemic, as our teams worked tirelessly to maintain continuity of our operations. We are proud of their courage, compassion and dedication to serve others during these challenging times.

During the height of the COVID-19 surge, Jesper Nilsson, RN, was one of two Mallinckrodt employees who took paid emergency volunteer leave to work inside the intensive care unit of local hospitals. He is based in Stockholm, Sweden.



Keeping Patients at the Center of Everything

Navigating the disruptions of 2020 was a constant battle. Mallinckrodt's essential workers – including those at our manufacturing sites, and on our patient services and customer care teams – went above and beyond to keep operations on-track, working around-the-clock to provide medicines, supplies and support to clinical teams, providers and the patients we serve.

When the pandemic threatened to disrupt the critical treatment we provide to newborn babies suffering from hypoxic respiratory failure, our teams jumped into action. The INOmax Total Care® support team and our five U.S. Regional Service Centers (RSCs) that house, distribute and service INOmax® gas cylinders and devices worked 24/7/365 to reliably fulfill hospitals' needs and provide support. At times, our managers, drivers and technicians navigated through crowded emergency rooms to deliver urgently needed product.



COVID-19 Research

Mallinckrodt provided funding and product for two investigator-initiated research activities in the U.S. to evaluate how inhaled nitric oxide can treat severe lung complications from COVID-19.

Mallinckrodt collaborated with Novoteris LLC in Canada on a joint pilot clinical trial investigating how Thiolanox®, a high-dose nitric oxide therapy used in conjunction with Mallinckrodt's nitric oxide gas cylinders, can treat COVID-19 patients.

Mallinckrodt initiated a retrospective chart review to collect data from hospitalized patients treated with inhaled nitric oxide for pulmonary complications associated with COVID-19.

The Somerset, N.J., RSC team's workload reached unprecedented levels in April when the NY-NJ area surged as the U.S. pandemic epicenter.



Supporting Our Communities

As the pandemic created new and urgent challenges for many of our patient advocacy and community partners, Mallinckrodt quickly administered more than \$400,000 in COVID-19 relief grants to support their emergency funding needs.

We provided a grant to the **St. Louis Regional Health Commission** to help advance its COVID-19 community response campaign, called PrepareSTL. The effort was directed at populations that were disproportionately impacted by COVID-19, including African Americans, foreign-born residents, and low-to moderate-income individuals.

Members of our African American Business Resource Group (AABRG) worked with PrepareSTL on several occasions throughout 2020 to distribute personal protective equipment (PPE) to those who otherwise could not afford it.

OTHER COVID-19 RELIEF GRANTS INCLUDED SUPPORT FOR:

CHILD NEUROLOGY FOUNDATION

CNF's RISE Family & Community Grants help offset financial expenses for families who have children with neurological conditions and support operational expenses for patient advocacy groups.

THE SALVATION ARMY

The Salvation Army's Pathway to Health COVID-19 response initiative served 300+ families and individuals who are experiencing poverty and barriers to quality health care.

NATIONAL ORGANIZATION FOR RARE DISORDERS

NORD's Rapid Response Leadership Training Series for its members included videos and webinars on managing operations during the pandemic, from fundraising to leveraging virtual platforms to crisis communications.

Mallinckrodt employees volunteered with PrepareSTL to distribute PPE to the local community.





Donating and Distributing Critical Supplies

Mallinckrodt teams across the globe were eager to help support the health and safety needs of communities where they live and work.

Mallinckrodt's Specialty Generics manufacturing plant in St. Louis, Mo., temporarily converted operations to produce hand and surface sanitizer when it was in short supply. More than 18,000 gallons of sanitizer was donated to public health and safety agencies, opioid treatment providers, schools and universities throughout the U.S.

The Operations team at our College Park Campus in Dublin, Ireland, coordinated and delivered 6,000 PPE gowning items to St. James Hospital. The team also transferred two ventilators from our Global Device Engineering lab to Tallaght University Hospital to help treat COVID-19 patients.

Mallinckrodt volunteers at PrepareSTL PPE community distribution event.



COVID-19 Response Team Receives Award

Mallinckrodt received the National Association of Manufacturers' Collaborative Innovation Leadership Award in 2020 for implementing a comprehensive health and safety plan that protected the well-being of employees and supply continuity at five of our Specialty Generics manufacturing sites during the pandemic. The sites reported zero pandemic-related delays in manufacturing and distributing products.

Visit the [COVID-19 section](#) of our website to learn more about our relief efforts and how our employees made a difference.

Create Better Lives for **PATIENTS**

We focus on making a difference in the lives of patients with severe and critical conditions. It's at the heart of everything we do. Their complex health challenges drive us to explore the unknown, tackle the most difficult issues and deliver unique solutions.



“Despite the unforeseen challenges of COVID-19, we made significant progress advancing our development portfolio. Our achievements are a testament to our organization's deep commitment to patients.”

Steven Romano, M.D.,
Executive Vice President and Chief Scientific Officer

Auhner - actual patient (child)



Innovative Medicine: Advancing Our Pipeline

Mallinckrodt's investment in research and development (R&D) centers on building a diverse, durable portfolio of innovative therapies that provide value to patients, healthcare providers and payers. Our Specialty Brands strategy focuses on growth, including pipeline opportunities related to early- and late-stage development products to meet the needs of underserved patient populations, and data generation to extend evidence in approved uses, label enhancements and new indications. Our Specialty Generics R&D strategy focuses on hard to manufacture pharmaceuticals with difficult to replicate pharmacokinetic profiles. We currently have five Abbreviated New Drug Applications (ANDAs) at various stages of review with the U.S. Food and Drug Administration (FDA) and a diverse portfolio of oral, solid and parenteral formulations under development.

During 2020, we invested nearly \$290.8 million, or 13% of net sales, in R&D, which supports numerous programs in various stages of development across our Specialty Brands and Specialty Generics business segments.

Spotlight: First Approved Donor Site-Free Autograft Alternative for Deep Partial-Thickness Burns

StrataGraft® (allogeneic cultured keratinocytes and dermal fibroblasts in murine collagen – dsat) was approved by the FDA in June 2021 for the treatment of adults with thermal burns containing intact dermal elements for which surgical intervention is clinically indicated (deep partial-thickness burns).

A viable, bioengineered, allogeneic, cellularized scaffold product, StrataGraft is designed to deliver viable cells to support the body's own ability to heal. StrataGraft contains metabolically active cells that produce and secrete a variety of growth factors and cytokines. Growth factors and cytokines are known to be involved in wound repair and regeneration.

With StrataGraft, burn surgeons now have a new biologic treatment to eliminate or reduce the need for autografting in patients with deep partial-thickness burns – complex skin injuries in which the damage extends through the entire epidermis (outermost layer of skin) and into the lower part of the dermis (innermost layer of skin). Autograft involves the surgical harvesting of healthy skin from an uninjured site on the patient and transplanting the skin graft to the injury, creating a donor site wound and leaving the patient with more wounded areas requiring care.

Mallinckrodt is planning to evaluate StrataGraft for the treatment of adults with full-thickness burns (also referred to as third-degree burns) and to conduct a study evaluating StrataGraft in the treatment of pediatric populations.

The project was funded in part with \$86 million from the Biomedical Advanced Research and Development Authority (BARDA), part of the Office of the Assistant Secretary for Preparedness and Response at the U.S. Department of Health and Human Services (HHS), under contract HHSO100201500027 for Stratatech, a Mallinckrodt company, to develop StrataGraft.

Learn more about our innovative pipeline for Specialty Brands here:
<https://mallinckrodt.com/research/science-technology/pipeline/>

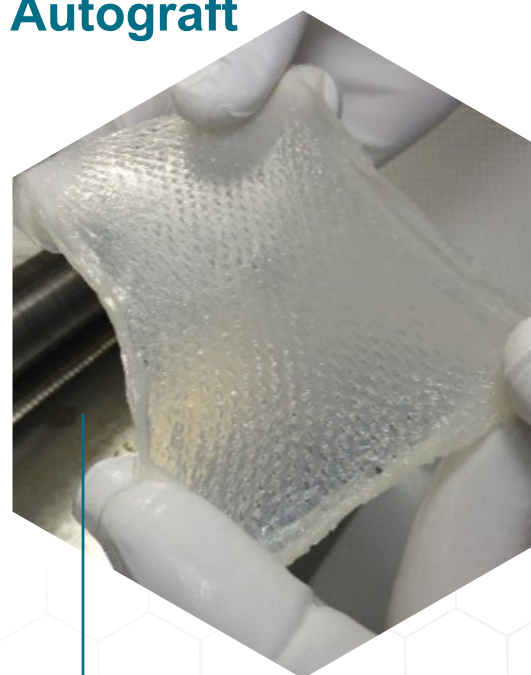


Image of StratGraft®



External Research Collaborations

Partnerships are critical to the discovery and development of novel therapies for patients with complex clinical needs. Mallinckrodt collaborates with a variety of companies and educational institutions to advance research and innovation across multiple therapeutic areas. Some of our active partnerships include [*Silence Therapeutics*](#), [*Washington University School of Medicine*](#) and [*Transimmune AG*](#).

Independent and collaborative research endeavors are another way we work to advance the medical and scientific understanding of our marketed and investigational products. Through our Investigator-Initiated Research and External Collaborative Research programs, we evaluate proposals from external sponsors for research funding.

In addition, we fund fellowship grants to support the work and careers of promising early-stage researchers and scientists pursuing advanced academic study that align with our therapeutic areas of focus.



Promising Developments with RNAi Therapeutics

Mallinckrodt's collaboration with **Silence Therapeutics** is focused on developing and commercializing RNAi (RNA interference) therapeutics for the treatment of a range of rare diseases, as well as conditions of immune dysregulation. The strategic partnership combines the strength of Mallinckrodt's clinical development and commercialization expertise with the innovative R&D work around RNAi inside Silence Therapeutics. RNAi therapies are designed to inhibit or "silence" the complement cascade, a group of proteins involved in the immune system that play a role in the development of inflammation. Since July 2020, Mallinckrodt obtained exclusive licenses for two complement-targeted RNAi assets and funded the initiation of work on a third target.

Key Mallinckrodt-Funded Research Grants



Foundation for Sarcoidosis Research (FSR):

a two-year fellowship grant enables early-stage investigators to develop specialized skills, gain direct field experience and advance knowledge of the disease and standard of care for patients.



Association for Research in Vision and Ophthalmology (ARVO): a one-year grant supports an early career investigator to study an aspect of uveitis or other inflammatory eye conditions.



Advancing Extracorporeal Photophoresis (ECP) Immunomodulation Investigator Award:

an annual award from Mallinckrodt that recognizes individuals and institutions whose research is contributing to a deeper understanding of immunomodulation through ECP and its therapeutic applications.



Patient Advocacy Spotlight: Advancing Health Equity

The impact of the pandemic put renewed attention on disparities that exist in health care. People of color are disproportionately affected by many painful and debilitating diseases, yet they are often underrepresented in clinical trials due to a variety of barriers. Mallinckrodt is working to improve engagement with these communities and promote greater awareness of health disparities in our key therapeutic areas of focus.

In 2020, Mallinckrodt supported efforts by NephCure Kidney International to launch a new Health Equity Initiative to create more equitable access to research and care for underrepresented individuals living with, or are at high risk of developing, chronic kidney diseases.

The first target group is Black Americans, who experience rates of Chronic Kidney Disease and Focal Segmental Glomerulosclerosis at least four times higher than White Americans. HEAL Collaborative, an organization that works with underserved minority populations on health care-related services and treatments, will co-lead the outreach effort with NephCure, initially engaging with faith-based community networks in Atlanta and Chicago. The community outreach campaign will include education and provide opportunities to connect with patient advocates and disease specialists.

We also collaborated with the **Arthritis Foundation** to improve health outcomes for populations that have traditionally been inadequately represented in research, treatment and policy. The effort focuses on increasing participation of these patient groups in the Arthritis Foundations' INSIGHTS assessment – a survey that aims to extract better insights into their physical health, mental health and care experience. Gathering these insights is an important step in formulating strategies to eliminate disparities within patient communities that are disproportionately impacted by arthritis-related limitations.

Engaging with the Advocacy Community

Mallinckrodt launched an external Advocacy Advisory Board in 2019 to help us better understand the challenges and needs of patients and caregivers. We also provide charitable grants to advocacy organizations to support education, research and advocacy initiatives. A full list of our patient-centric grants can be found in [Appendix A](#).

Nicole M. - actual patient



Patient Services and Support

We're passionate about uncovering new ways to help patients. Mallinckrodt's patient support programs make our treatments more accessible and affordable to those who need them most.

ACTHAR PATIENT SUPPORT

Patients prescribed FDA-approved Acthar® Gel (repository corticotropin injection) can enroll in our patient support program, which includes personalized support from registered nurse coaches, injection training, insurance support and other resources at no cost.

[Learn more.](#)

"We want patients to feel like they have a lifeline of support and know that we care."

Penny Butler, Director, Patient Services

INOMAX TOTAL CARE®

Our dedicated INOmax Total Care team provides support and service 24/7 to neonatal intensive care units nationwide – including customer and technical support, on-site physician and clinician device training, clinical nurse educators, critical care business managers, and emergency deliveries of our systems and cylinders. [Learn more.](#)

Our N.J.-based INOmax Total Care support team

PATIENT ASSISTANCE PROGRAMS

Quality and affordable health care should be available to every patient who needs it. We offer patient assistance programs to help qualifying patients with little or no insurance coverage get their prescription at no cost, or at a reduced cost. We also offer co-pay assistance for eligible patients with commercial or private insurance. [Learn more.](#)

EXPANDED ACCESS PROGRAM

Mallinckrodt has an Expanded Access or "Compassionate Use" program where in exceptional circumstances, it can provide patients access to investigational products still undergoing clinical trials. Requests are reviewed on a case-by-case basis against specific criteria and in agreement with applicable country-specific legal and regulatory requirements. [Learn more.](#)



New Resource for Patients

Mallinckrodt believes it's important to empower patients to be their own advocate and gain greater control over their treatment. That's why we created tools to help patients share their stories and explain how their disease impacts daily life. Their stories help inform decision-makers who are working to improve care.

[Learn more.](#)





Product Quality & Patient Safety

For more than 150 years, we've held ourselves to the highest standards of quality and safety. Our extensive quality management system governs all aspects of drug and device manufacturing, providing the foundation for safety that underpins our entire business.

Quality Policy

Mallinckrodt's Quality Policy articulates our commitment to operational excellence, continuous improvement and compliance. It is reinforced with all employees and third parties through education and training, which emphasizes quality as a shared responsibility. Full policy details can be found [on our website](#).

Rose C. - actual patient



Manufacturing Excellence

For the fourth year in a row, Mallinckrodt's manufacturing facility in Hobart, N.Y., received the prestigious Operational Excellence Leadership award from the National Association of Manufacturers for its quality and efficiency improvement efforts. [Learn more](#).

Patient Safety is Priority No. 1



DRUG SAFETY AND PRODUCT MONITORING

Mallinckrodt's Global Pharmacovigilance Department collects, processes and analyzes adverse events for all our pharmaceutical products to minimize or prevent harm to patients. Through drug monitoring they can identify new safety concerns and/or hazards associated with our products and implement risk-minimization measures when appropriate.

All employees and contractors are trained annually to identify and report adverse events and information affecting the safety of any Mallinckrodt drug product or device within 24 hours.



CLINICAL TRIAL DATA

Results and protocol summaries of Mallinckrodt sponsored clinical trials are publicly available on the [U.S. Clinical Trials Registry](#) and on the [EU Clinical Trials Register](#). We also share clinical data from trials with qualified medical researchers who are working to advance science. Data is always shared in a manner consistent with the following principles:

- Safeguard patient privacy
- Respect the integrity of national regulatory systems
- Compliance with applicable legislation



Advance Our PEOPLE & CULTURE

Our people are our most important asset. We invest in creating a work environment that will attract and retain great talent. From building an inclusive culture to providing exceptional benefits, we do everything we can to keep our employees and their families safe, healthy and supported.



“We work hard to create an inclusive culture that respects the diverse experiences and perspectives of our people. It makes us a stronger, more innovative company.”

Tina Costantini, Vice President Human Resources

Byron Thompson, Mallinckrodt
Information Security Architect
volunteering at a PPE
distribution event.





Mallinckrodt's Senior Vice President and U.S. General Counsel, Mark Tyndall, and his husband, Josh, at a pride parade pre-pandemic.



For five consecutive years, Mallinckrodt has been named one of the “Best Places to Work for LGBTQ Equality,” receiving a perfect score on the Human Rights Campaign Foundation’s 2021 Corporate Equality Index – a national benchmarking survey that evaluates LGBTQ-related workplace policies and practices.

A Culture of Belonging

Our mission is to place inclusion and diversity at the core of how we do business. We make it a top priority to foster an inclusive and collaborative culture where every employee feels like they belong.

Our Inclusion and Diversity Council and Business Resource Groups (BRGs) play important roles in cultivating and inspiring a more inclusive culture. These employee-led groups provide a range of opportunities for all interested employees from professional development to community engagement to networking.

Mallinckrodt's BRGs:

African American	To make Mallinckrodt a great place to work for African Americans.
Family First	To create a workplace where parents and caregivers feel welcomed, empowered and proud of working for Mallinckrodt, by supporting them through the everyday tasks and challenges to achieve a happy family life and a successful career.
LGBTQA	To promote an inclusive environment that values and supports lesbian, gay, bisexual, transgender and queer employees, as well as family and friends of the LGBTQ community.
Namaste Asia	To cultivate and promote an inclusive environment that leverages the strengths and talents of employees of Asian heritage, while showcasing the diversity of Asian cultures.
Veterans	To create an environment that recognizes the roles and contributions of veterans within Mallinckrodt, while providing opportunities for them and their families to connect and get involved in the community.
Women in Business	To empower women to be confident and prepared to reach their full potential in career aspirations and personal endeavors.

Appendix B provides a snapshot of our global and U.S. workforce diversity data.



Spotlight: Mallinckrodt's African American BRG

Racial injustice ignited civil unrest around the U.S. throughout 2020, bringing issues of systemic racism, police brutality and inequity to the forefront of the National dialogue. It also prompted meaningful conversations and new initiatives within Mallinckrodt. Our African American BRG (AABRG) played an instrumental role.



Courageous Conversations: What it Means to be Black in America

Several AABRG members volunteered to speak to our Board of Directors and Executive Leadership team about how racism has impacted their own lives. These important conversations encouraged understanding, empathy and action among Mallinckrodt leadership and their colleagues by creating awareness of our employees' varied experiences and perspectives related to race and gender.

Executive Mentoring & Professional Coaching

Members of the AABRG were paired with our Executive Leadership Team for a year-long mentorship experience focused on networking, career planning and professional development. Our AABRG also helped pilot a six-month career advancement program in which participants work with an external professional coach to set goals and create an action plan to achieve them.

Inaugural AABRG Summit

More than 100 employees participated in the first annual AABRG virtual summit in 2020. The all-day event offered networking opportunities, career workshops, a health care disparities workshop and a keynote speaker who discussed concepts from the book "Caste: The Origins of our Discontents" – examining the unspoken caste system that has shaped America.

Black History Month

Mallinckrodt has celebrated Black History Month during February in a variety of ways over the years – often commemorating historical figures and achievements. In 2020, the celebration took new shape, focusing on the achievements of Mallinckrodt's current employees. Employees were asked to nominate Black colleagues who were doing extraordinary work inside our organization and/or making a difference in the world around them.

The Fellows Experience

Mallinckrodt regularly participates in a nomination-based leadership program – offered in partnership with the St. Louis Business Diversity Initiative – designed to address the interests and challenges of professionals of color as they work to develop and advance their careers. Nearly 40 Mallinckrodt employees have graduated from the program since 2007.



Investing in Our Talent

Creating a culture of learning and development is a priority at Mallinckrodt. We empower our employees with a variety of tools to aid their professional development and career aspirations – and this past year we worked to ensure our employees had the extra support they needed to thrive in a remote work environment.

300+ EMPLOYEES

TRANSITIONED INTO NEW ROLES WITHIN THE ORGANIZATION DURING 2020



WHAT IS IT? A new centralized resource hub to support employees' unique development journeys.

HOW DOES IT WORK? Employees can access personal reflection tools, like skills and interest inventories, podcast and article resources, curated LinkedIn Learning courses and videos, external training recommendations, and more.



LinkedIn Learning

WHAT IS IT? An e-learning platform with 24/7 access to thousands of courses taught by industry experts. Mallinckrodt accelerated its rollout in 2020 to give employees more access to digital learning options.

HOW IS IT USED?

89% OF COMPANY LINKEDIN LEARNING LICENSES HAVE BEEN ACTIVATED

964 COURSES COMPLETED THAT FOCUSED ON DIVERSITY, INCLUSION AND BELONGING

Enabling Employees During the Pandemic

To help employees succeed in a new virtual work environment, Mallinckrodt provided a variety of resources, including:

- **Manager resources** were centralized on a COVID-19 hub, providing guidance about leading remotely
- **Resilience workshops** were rolled out to support employees and leaders as they faced new challenges
- **Just-in-time learning resources** were regularly highlighted in the employee newsletter

Champion Circles

WHAT IS IT? Small, virtual networking groups geared toward supporting professional development in an intimate setting.

HOW DOES IT WORK? A Mallinckrodt leader facilitates monthly discussions, acting as a mentor and guide to those within the circle. Discussions span a range of topics from leadership to emotional intelligence to presentation skills.



Total Rewards for Total Well-Being

Mallinckrodt offers a comprehensive and competitive Total Rewards package to support employee physical, mental and financial well-being. These benefits are designed to meet the unique, changing needs of our workforce and their families, including paid caregiver leave, transgender-inclusive medical and pharmacy coverage, fertility and adoption assistance, and an employee assistance program with professional resources that can help resolve a wide range of work/life concerns.

We introduced two new employee benefits during 2020: Well-Being Solutions 360 and Bright Horizons Additional Family Supports Program.

Bright Horizons® Additional Family Supports Program™

This program provides resources and solutions to help employees manage work, family and personal responsibilities, including access to a variety of child and senior care solutions, as well as college coaches to help maximize their child's academic success and financial planning.

Global Employee Recognition and Reward Program

In 2020, Mallinckrodt expanded its iImpact program beyond recognition for professional achievements and service. Now, employees can exchange e-cards that acknowledge significant life events. Program engagement spiked as employees working remotely looked for new ways to connect during the pandemic. More than 17,700 iImpact awards/e-cards were sent throughout the year.



KeepWell Mark™ is an evidence-based accreditation in Ireland that recognizes employers for putting employee well-being at the forefront of company policy. Mallinckrodt Ireland has maintained this prestigious accreditation since 2019.

Extra Support for COVID-19

Mallinckrodt made every effort to anticipate the needs of employees and their families throughout the pandemic. We made temporary benefit enhancements, including:

- Zero out-of-pocket costs for COVID-19 diagnostics and treatments
- Increased flexibility for Medical and Dependent Care Flexible Spending accounts to help employees avoid forfeitures due to reduced usage of health care and child care services
- Temporary relief pay for employees impacted by COVID-19
- Improved availability of mental health resources

Well-Being Solutions 360

Well-Being Solutions 360 is a digital platform that empowers employees and their eligible dependents to take more control over their holistic wellness. The program offers a range of resources to improve employees' financial, emotional and social health, including educational content, free coaching programs and incentives for participating in activities that advance individual journeys.

“As a first-time mom, it was often difficult to manage the new priorities that come with having a baby, while maintaining my personal, physical and emotional well-being. The 360 program helped me find a balance during that time.”

Milalie Francisco, Brand Marketing Specialist/
Executive Assistant



Creating a Safe Workplace

We believe our commitment to protecting health, safety and our environment starts with a socially responsible culture. Our expectation is an injury-free workplace and an assurance that our activities do not result in adverse safety, health or environmental impacts either on- or off-site. At the heart of Mallinckrodt's culture of safety is our enterprise Environment, Health and Safety (EHS) management system. Every process is designed to maintain the highest level of compliance and safety, and protect employees, contractors, vendors and customers from harm.

Our safety standards are continuously improving, and every human injury case is aggressively managed and investigated to identify the root problem and implement measures to prevent future injuries.

RECORDABLE SERIOUS INJURIES¹

Key Performance Indicator	2019	2020
Global Serious Injury Rate: Number of Cases per 100 Employees	0.48	0.65
Number of Serious Injuries	16	20
Total Number of Hours Worked	6,641,528	6,190,470

Adapting to COVID-19

Managing and monitoring the well-being of our workforce is paramount, especially in times of crisis. Our EHS team was instrumental in quickly implementing new safety protocols and procedures to keep employees protected while maintaining compliance with changing regulations throughout the pandemic. Among the adjustments we made:

- Upgraded Respiratory Protection Programs for field-based employees to cover relevant pandemic issues, such as increased usage of N95 respirators
- Implemented pandemic PPE kits for first-aid responders at company locations
- Created pandemic safety protocols and acquired appropriate PPE for employees entering hospitals and medical facilities
- Launched an online assessment tool for EU-based employees to satisfy local compliance requirements and ease the transition back into office settings
- Updated emergency action plans for administrative locations to account for reduced occupancy

Additional information on our EHS efforts are detailed under product quality ([page 16](#)) and environmental stewardship ([page 27](#)).

Mallinckrodt employees at our Specialty
Generics manufacturing plant.



¹ A "serious injury" is classified as any high severity injury to an employee or contractor resulting in a work absence that is directed by a health care provider or manager. The global serious injury rate is calculated using the following equation: Rate = # Cases x 200,000 / Total Hours Worked (note: 200,000 represents the average number of work hours accumulated by 100 full-time employees in one year). The rate increase in 2020 is attributed, in part, to new Occupational Safety and Health Administration recordkeeping requirements related to COVID-19.



Respond to the Needs of the COMMUNITY

Giving back has been a long-standing tradition for more than 150 years. Our culture of philanthropy stretches beyond simply doing good for others; it's about driving meaningful changes in our communities and environment to make a positive impact on the world.



N.J.-based procurement team volunteered with the Somerville YMCA Food Security Project.



Investing in a Stronger Tomorrow

Mallinckrodt's Community Giving Program supports nonprofit organizations that align with our mission to address unmet needs with innovative solutions. Our investments are centered in three strategic areas – improving health and wellness; advancing science, technology, engineering and mathematics (STEM) education; and stimulating jobs and economic growth in life sciences.

In 2020, Mallinckrodt donated more than \$525,000 to 43 nonprofit organizations. In addition to emergency COVID-19 relief funding, much of our focus was directed toward STEM education and expanding educational opportunities for students of color to help combat the lingering disparities in education that intensified during the pandemic.

Our Donations at Work: A Look Inside Students 2 Science

Mallinckrodt awarded a grant in 2020 to Students 2 Science (S2S), a N.J.-based nonprofit that inspires and educates students in underserved communities to pursue STEM careers. Their mission connects with our desire to create a more diverse workforce for the future by improving access and early exposure to STEM fields.

Our grant supports two high-priority initiatives:

- Expanding V-Lab, an interactive, e-learning program, which was especially crucial during the pandemic; it helped the program reach more socioeconomically disadvantaged school districts.
- Creating an online resource center for STEM content to serve its various stakeholders, including school partners and students who need tools to help close the learning gap.



OTHER STEM-RELATED GRANTS FUNDED IN 2020

UNITED NEGRO COLLEGE FUND

Supports UNCF's goal of increasing the total annual number of African American college graduates; providing college scholarships for four students.

MAYDM

Supports immersive STEM summer programs for girls and students of color in middle and high school.

GIRLS INC. ST. LOUIS

Supports its teen achievement program, a multi-year STEM program for middle and high school girls of color who reside in low-income households.

BETTER FAMILY LIFE

Expands in-person and virtual STEM-related enrichment activities for its after-school programs.

STEMPACT

Supports a variety of initiatives to advance the quality of K-8 STEM instruction in the St. Louis region.

FAMILY AND WORKFORCE CENTERS OF AMERICA

Supports their biosciences and technology training program, which prepares individuals for entry-level workforce careers in STEM. The program is designed to help unemployed, underemployed and displaced workers.

SCIFEST

Sponsor of the largest STEM fair program for high school students in Ireland.

A complete list of our 2020 Philanthropic Grants and Contributions can be found in [Appendix C](#).



Close Up: Making a Difference in the Lives of Students

Early literacy programs and access to books and other resources can have a tremendous impact on a child's future educational success.

In 2020, Mallinckrodt provided a grant to the St. Louis Black Authors of Children's Literature to support the installation of a Believe Project literacy lab at Halls Ferry Intermediate School, a high-needs elementary school located a few miles away from our campus in Hazelwood, Mo. The Believe Project improves youth literacy by providing kids with an innovative and inspiring space, and access to Black children's literature.



Ribbon cutting for Believe Project at Halls Ferry Intermediate School on May 27, 2021. (Photo credit: Lance Omar Thurman)

Mallinckrodt employees have volunteered at Halls Ferry Intermediate School in various capacities since 2019. Members of our African American BRG participated in the school's "Real Men Read" program to promote leadership and literacy. Employees also sponsored a holiday giving drive donating winter coats, gloves, hats, non-perishable food, backpacks and other supplies to the students.

"Mallinckrodt's contribution is giving children access to books and technology in a space where they can see and fully be themselves. Our hope is, through this experience, more children will become excited readers."

Julius B. Anthony, President of St. Louis Black Authors of Children's Literature





Mallinckrodt employees volunteering during Global Month of Service in 2020.

Encouraging Employee Giving and Volunteerism

At Mallinckrodt, we believe everyone has the power to make a difference. Every action, no matter how small, is significant. We do more than just talk to employees about giving back; we provide opportunities for them to embrace their passions and amplify their philanthropic impact.

MATCHING GIFTS PROGRAM

To encourage charitable giving, Mallinckrodt matches U.S. employee donations to eligible nonprofit organizations – up to \$2,500 per employee, per calendar year. In 2020, 424 charitable organizations in the U.S. benefitted from our matching gifts program.

EMPLOYEE VOLUNTEERISM

Mallinckrodt 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.

2020 GLOBAL MONTH OF SERVICE VIRTUAL FOOD DRIVE



6,000+
ITEMS FOR FOOD BANKS



+3,100
MEALS PROVIDED



\$10,000
IN MATCHING GIFTS MADE BY MALLINCKRODT

Global Month of Service

Mallinckrodt designates October as its Global Month of Service – a companywide initiative that encourages employee community engagement and volunteerism. With safety top of mind during 2020, we pivoted to more virtual opportunities that enabled our employees to give back despite the limitations of COVID-19.

In addition to hosting a company-wide virtual food drive, employees received a toolkit highlighting other virtual volunteer opportunities and ideas for “make and donate” items that could be done from home. Individual contributions included weaving emergency paracord bracelets for U.S. troops, raising money for families of fallen soldiers and creating handmade cards for those who felt isolated.

Those choosing in-person volunteer activities worked closely with community partners to evaluate how they could continue to safely volunteer by following strict health precautions and guidelines. A number of teams were able to participate in activities such as drive-through food pantries and supporting local animal shelters.

We are extremely proud of the creative and inspiring ways our employees supported their communities during Global Month of Service.



Building Toward an Environmentally Sustainable Future

Mallinckrodt is committed to designing products and processes that minimize our environmental impact while meeting the needs of our customers. From the extraction of raw materials to final disposition, we are dedicated to understanding the impact of every product life cycle, and continuing to conserve resources by improving efficiencies, reducing waste and our consumption.

We have a policy that outlines parameters for how we purchase and manage energy to aid our efforts in becoming more environmentally conscious as it applies to those facilities, business units and employees falling under Scope 1 and 2 emissions as defined under the Greenhouse Gas (GHG) protocol. An overview of our Scope 1 and 2 GHG emissions is highlighted in the chart to right.

Mallinckrodt's environmental commitment extends to our supply chain as well. We work closely with suppliers to:

- Enhance environmental performance and accountability
- Improve product stewardship and material compliance
- Optimize product logistics and packaging to reduce environmental impact

GREENHOUSE GAS EMISSIONS

Key Performance Indicator	2019	2020
Gross Global Scope 1 + 2 Emissions (metric tons CO ₂ e)	191,020	177,469
Gross Global Scope 1 + 2 Emissions Per Employee (metric tons CO ₂ e)	67.5	57.4

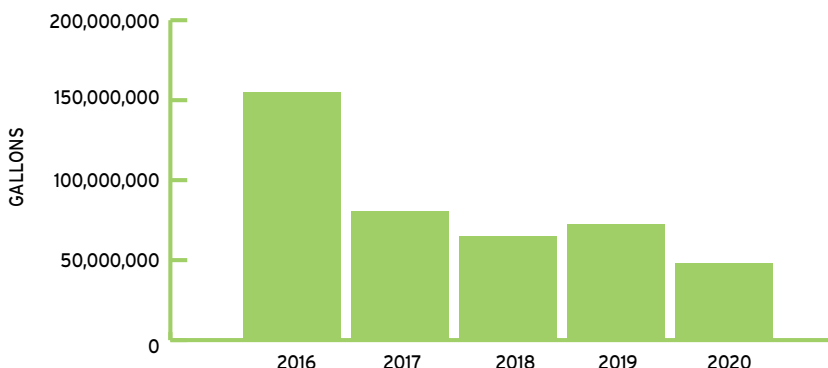
A Closer Look: Water Reduction

Being responsible stewards of natural resources is an ongoing commitment. Our efforts to conserve and reduce water across the organization are continuously evolving.

In Dublin, Ireland, our College Park campus decreased water usage by 12% between 2019 and 2020 by upgrading the process that removes volatile organic compounds from the air.

In St. Louis, Mo., upgrades to improve water conservation at our Specialty Generics manufacturing plant reduced water intake by 100 million gallons annually between 2016-2020 (see chart); this volume is equivalent to the annual water consumption of more than 1,000 U.S. households. Decreased water usage resulted in similar reductions of wastewater discharges.

ST. LOUIS PLANT: WATER USAGE 2016-2020




Our College Park campus is continuously improving its environmental practices – from using 100% renewable electricity to improving waste disposal processes, which reduced hazardous solid contaminated waste by two tons during 2020.



ENGAGE

in Responsible Business Practices

Integrity is one of Mallinckrodt's core values, and it guides every action we take. We set high expectations and standards for operating our business in a responsible, ethical manner.



“We want all employees to feel comfortable doing the right thing above all else, particularly when confronted with challenging decisions and situations. The trust we build with one another, as well as with our customers, partners and communities, is critical to our continued success.”

Kassie Harrold, Senior Vice President and Chief Compliance Officer

A Culture of Integrity

Compliance and ethics are the bedrock of our organization. Beginning with our Board and extending to every employee, Mallinckrodt has an unwavering expectation that team members act with the highest standards of honesty and integrity. Our Compliance program is overseen by our Chief Compliance Officer, who ensures compliance policies and procedures meet the standards of the evolving, complex landscape of regulatory and legal requirements.

Mallinckrodt's Guide to Business Conduct

Every employee reviews and commits to Mallinckrodt's [*Guide to Business Conduct*](#) annually, which details our expectations for ethical, compliant operations and behavior. It reflects our aim for good global citizenship and worldwide social responsibility, reinforcing important policies and procedures, including:



ANTI-BRIBERY AND ANTI-CORRUPTION

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



HUMAN RIGHTS

Mallinckrodt forbids forced child labor, human trafficking and unsafe working conditions, and condemns behaviors that do not support human dignity and respect. We expect our businesses and suppliers to pay fair wages and provide safe working environments free of all human rights violations, as highlighted in our [*Supplier Code of Conduct*](#).



SALES, MARKETING AND PROMOTIONAL ACTIVITIES

Mallinckrodt abides by the highest ethical and professional standards. We follow strict international, national and local regulations, and industry codes of conduct. We voluntarily certify to the Pharmaceutical Research and Manufacturers of America Code on Interactions with Health Care Professionals (PhRMA Code) on an annual basis.



DATA PRIVACY

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

Compliance Integrity Hotline

A confidential, toll-free [*Compliance Integrity Hotline*](#) is available to our employees, customers and partners 24/7 to seek guidance and raise concerns about compliance and ethics issues.

A strict, companywide policy of non-retaliation protects employees.



Responsible Drug Pricing and Use

Mallinckrodt strives to address the unmet medical needs of patients by developing medicines and therapies that can make a difference in their lives. Part of our commitment to integrity is ensuring our products are priced responsibly and used, stored, and disposed of in a safe manner.

Drug Pricing and Innovation

We believe pricing for an innovative (or branded) drug or therapy should reflect its value to patients, providers and the health care system as a whole. Mallinckrodt commits to responsible pricing in our [*U.S. Pledge on Drug Pricing and Innovation*](#), which emphasizes the three core principles noted to the right.

We also make significant investments to develop clinical and health economic data to further demonstrate our medicines' value for particular patient populations and reduce overall health care costs.

- 1** Price our innovative products responsibly to ensure patient access
- 2** Invest in innovation that is valuable to patients, physicians and the U.S. health care system
- 3** Support patient education and disease awareness programs

Fighting Opioid Abuse and Misuse

Mallinckrodt is committed to being a principled partner in the fight against the opioid epidemic and has been at the forefront of the industry in developing a comprehensive and multifaceted approach that supports expanding the availability of medication-assisted treatment, funding community-based education and intervention, and promoting safe storage and disposal of prescription drugs.

- We operate an **industry-leading anti-diversion program** that detects suspicious orders of controlled substances and provides direct assistance to law enforcement to help prevent and prosecute opioid-related criminal activity.
- We helped establish the **Anti-Diversion Industry Working Group**, a consortium of pharmaceutical manufacturers and distributors sharing best practices to improve anti-diversion programs nationwide.
- We donated more than **2 million drug deactivation pouches** to communities across the U.S., to support the safe storage and disposal of prescription drugs.



Reinforcing Strong Governance

Mallinckrodt's Board of Directors believes that good governance is the result of several factors

A CULTURE OF RESPONSIBILITY:

Integrity is built into Mallinckrodt's culture and core values.

THE QUALITY OF LEADERSHIP:

We are committed to recruiting and retaining Board directors and officers of proven leadership ability and personal integrity.

AN EFFECTIVE SET OF SPECIFIC PRACTICES:

Our Corporate Governance Guidelines assist Mallinckrodt and the Board in implementing effective corporate governance practices.

Mallinckrodt's Board of Directors is comprised of four committees. Key areas of oversight are outlined below.

AUDIT COMMITTEE

- Oversees the integrity of the Company's financial statements, the independence and qualifications of its independent auditors, the performance of its internal auditors and independent auditors.
- Reviews the annual risk assessment report from internal auditors.
- Monitors compliance with certain legal and regulatory requirements and the effectiveness of the Company's internal controls.

NUMBER OF DIRECTORS **10**

PERCENTAGE OF **FEMALE** DIRECTORS **20%**

PERCENTAGE OF **DIVERSE** DIRECTORS* **40%**

*Diversity based on gender, race or national origin

GOVERNANCE AND COMPLIANCE COMMITTEE

- Regularly assesses the Company's governance structure to ensure it is following best practices and appropriate oversight.
- Oversees regulatory, health care compliance, public policy and corporate social responsibility matters, and works with our legal and regulatory groups to understand and assess related risks.
- Monitors the Company's political activities and receives annual updates on the manner in which political funds are spent on behalf of Mallinckrodt. These activities are also guided by outside legal experts.

HUMAN RESOURCES AND COMPENSATION COMMITTEE

- Reviews and approves compensation and benefits policies and objectives, determines whether our officers and employees are compensated according to those objectives, and carries out the Board's responsibilities relating to executive compensation.
- Assesses risks related to incentive compensation to ensure that all such programs align with Mallinckrodt's business strategy and do not pose undue risk across all variables.

SCIENCE AND TECHNOLOGY COMMITTEE

Members of the Science and Technology Committee are appointed by the Board of Directors to assist the Board in fulfilling its oversight responsibility with its review and monitoring of major corporate actions, including:

- Assists the Board with assessments of scientific developments and emerging technologies.
- Provides oversight of the Company's R&D investments and business development efforts.



Engaging in Public Policy

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 with regard to political contributions, lobbying activities and memberships in trade, policy and political organizations.

2020 By the Numbers

MNKPAC RECEIPTS

\$62,628

MNKPAC
DISBURSEMENTS

\$66,500

U.S. CORPORATE
CONTRIBUTIONS

\$24,300

U.S. FEDERAL LOBBYING
ACTIVITIES*

\$1,580,000

U.S. STATE LOBBYING
ACTIVITIES*

\$980,218

*Federal and state lobbying totals include certain trade association dues and excludes miscellaneous expenses that are negligible to the total spend.

Additional details can be found in [Appendix D](#).

U.S. Federal and State Political and Lobbying Activities

Mallinckrodt makes contributions to U.S. federal and state candidates through the Mallinckrodt LLC Political Action Committee (MNKPAC), and where permitted by law, may use corporate funds in some states to contribute to non-federal candidates. All contributions are made in compliance with federal, state and local campaign finance and reporting laws.

MNKPAC is a federally registered political action committee that provides eligible employees the opportunity to voluntarily contribute funds to support political candidates for federal and state office. All contributions undergo a stringent evaluation process, adhere to Mallinckrodt's published guidelines for candidate support and are made without regard to the personal political preferences of company management. MNKPAC filings are publicly available and can be viewed on the [FEC website](#).

Mallinckrodt complies 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](#). Please refer to our [Policy on U.S. Political Contributions and Lobbying Activities](#) for full details regarding the administration, management and oversight of MNKPAC; corporate contributions and lobbying disclosure.

A complete list of Mallinckrodt's political contributions made in 2020 can be found in [Appendix D](#).

TRADE ASSOCIATION, POLICY AND POLITICAL ORGANIZATION MEMBERSHIPS

Mallinckrodt belongs to a variety of trade associations and policy organizations to engage on important industry issues impacting our business. Members of our Executive Committee serve on the boards and committees of many of these organizations. A complete list of memberships can be found in [Appendix E](#).

INTERNATIONAL ACTIVITIES

We periodically engage with advisors to help us navigate regional or national policy and regulatory environments in the regions where we conduct business. Mallinckrodt complies with all applicable rules and laws in the countries where we undertake political or policy activities.



Building a Responsible Supply Chain

Mallinckrodt builds relationships with suppliers that share our commitment to integrity, diversity and sustainability.



Environmental Commitment

Creating a viable supply base and deploying environmentally preferable business practices are critical to our long-term success and growth. We work with suppliers to:

- Enhance environmental performance and accountability
- Improve product stewardship and material compliance
- Optimize product logistics and packaging to reduce environmental impact
- Ensure safety and compliance according to our rigorous business standards



Diversity Commitment

Mallinckrodt encourages our sourcing organizations and others involved in the procurement process to seek out and work with diverse suppliers as part of their business strategy. The goal of the supplier diversity program is to provide equitable purchasing opportunities to the following categories of diverse businesses as established by the U.S. Department of Veterans Affairs:

- Small Business
- Small Woman Owned
- Small Veteran Owned
- Small Service Disabled Veteran Owned
- Small Disadvantaged Owned
- Historically Underutilized Businesses (HUB) Zone

As part of our commitment to creating a more diverse supply chain, we belong to organizations such as the National Minority Supplier Development Council, National LGBT Chamber of Commerce and Women's Business Enterprise National Council.

1,628

THE NUMBER
OF SMALL
AND DIVERSE
SUPPLIERS WE
USED IN 2020

THIS REPRESENTS:

5.7% INCREASE
OVER 2019

25% OF OUR
ADDRESSABLE
SPEND



Ethical Commitment

Our suppliers around the globe are expected to adhere to the same high standards and policies that we set for ourselves internally. Mallinckrodt's [*Supplier Code of Conduct*](#) details our expectations for ethical, responsible business practices.

We actively participate in setting best practices, as a long-standing member of the Pharmaceutical Supply Chain Initiative (PSCI), a consortium of pharmaceutical and health care companies that are working to improve social, environmental and economic outcomes within the supply chain. We voluntarily abide by the **PSCI Principles for Responsible Supply Chain Management**, which set the standard for human rights, ethics, labor, health and safety, the environment, and related management systems. The following reports and disclosures outline the steps Mallinckrodt has taken to mitigate the risks associated with human rights violations in our supply chain, along with the due diligence capabilities and processes implemented to identify the source of minerals used in our products:

- [*Conflict Minerals Policy*](#)
- [*California Transparency in Supply Chains Act Disclosures*](#)
- [*U.K. Modern Slavery Act Disclosure*](#)
- [*Conflict Minerals Specialized Disclosure Report*](#)



APPENDICES

APPENDIX A

2020 Patient-Centric Contributions and Memberships

ORGANIZATION	2020 FUNDING (USD)
American Association of Kidney Patients	\$85,000
American Autoimmune and Related Diseases Association	\$30,000
American Kidney Fund	\$10,000
American Liver Foundation	\$86,000
American Lung Association	\$20,000
Anthony Nolan	\$10,000
Ara Parseghian Medical Fund - University of Notre Dame	\$338,000
Arthritis Foundation	\$185,000
Biotechnology Innovation Organization	\$25,000
Can Do Multiple Sclerosis (MS)	\$25,000
Child Neurology Foundation	\$150,000
Consortium of Multiple Sclerosis Centers	\$15,000
Cure Duchenne	\$25,000
Cutaneous Lymphoma Foundation	\$80,000
Dana's Angels Research Trust	\$15,000
Epilepsy Foundation of Metropolitan New York	\$5,000
Everylife Foundation for Rare Diseases	\$180,000
Firefly Fund	\$60,000
Foundation for Sarcoidosis Research	\$170,000
Frances Hamburger Institute	\$25,000
Global Genes	\$75,000
Hand to Hold	\$50,000
International Niemann-Pick Disease Alliance	\$47,750
I Stay Home for Rare	\$7,500
Jett Foundation	\$25,000
Leukemia and Lymphoma Society (New Jersey Chapter)	\$30,000
Lupus and Allied Diseases Association	\$45,000
Lupus Foundation of America	\$165,000
Lupus LA	\$51,000
Lymphoma Research Foundation	\$55,000
Mickie's Miracles	\$30,000
MS Hope for a Cure	\$2,500
MS Views and News	\$10,000
Multiple Sclerosis Association of America	\$42,000

National Alliance for Caregiving	\$35,000
National Coalition for Infant Health	\$45,000
National Health Council	\$132,000
National Kidney Foundation	\$115,000
National Niemann-Pick Disease Foundation	\$125,000
National Organization for Rare Disorders	\$105,000
National Perinatal Association	\$15,000
NephCure Kidney International	\$175,000
Niemann Pick - UK	\$15,000
Parent Project Muscular Dystrophy	\$25,000
Phoenix Society for Burn Survivors	\$45,000
Prevent Blindness	\$85,000
Renal Support Network	\$10,000
Scleroderma Canada	\$18,000
The Myositis Association	\$255,000
Tuberous Sclerosis Alliance	\$93,000
Uplifting Athletes	\$5,000
TOTAL	\$3,472,750

*Mallinckrodt also provided \$22,500 to support local patient awareness walks, health fairs and other fundraisers.

APPENDIX B

Workforce Data (as of March 2021)

GLOBAL WORKFORCE

Total Employees

Corporate	284
Specialty Brands	1,253
Specialty Generics	1,570
TOTAL	3,107

Age Breakout

Under 30 years old	7%
30-50 years old	50%
Over 50 years old	44%

Generational Breakout

Silent Generation 1925-1945	0.03%
Baby Boomers 1946-1964	25.6%
Generation X 1965-1979	46.2%
Generation Y / Millennials 1980-1994	25.5%
Generation Z 1995-2012	2.7%

WORKFORCE DIVERSITY**Gender Breakout (Global)**

Female	40%
Male	60%

Diversity Breakout (U.S. only)

Asian	4.9%
Black or African American	10.6%
Hispanic or Latino	3.1%
Other	1.7%
White	79.7%

Women in Leadership (Director-level and above; Global)

Female	35%
Male	65%

Diversity in Leadership (Director-level and above; U.S.)

Asian	11.0%
Black or African American	3.8%
Hispanic or Latino	1.4%
Other	1.9%
White	81.4%

Diversity of Board (Based on gender, race or national origin)

Female	20%
Male	80%
Diverse members on Board	40%

APPENDIX C**2020 Philanthropic Grants and Contributions**

ORGANIZATION NAME	GRANT AMOUNT (USD)
3DAssist Tallaght - Technological University (TU) Dublin	\$4,898
Agape Food Pantry	\$5,000
American Red Cross	\$20,000
Americares	\$20,000
Aoibheanns Pink Tie	\$1,225
Better Family Life	\$30,000
Big Brothers Big Sisters of Eastern Missouri	\$2,500
Breast Cancer Ireland	\$367
Cancer Support Community	\$5,000
CanTeen Ireland	\$918

Center for Hearing and Speech	\$10,000
Children's Health Foundation	\$1,225
Children's Medical Research Foundation	\$1,225
ChildVision	\$4,898
Community Anti-Drug Coalitions of America (CADCA)	\$25,000
Coolmine	\$5,075
Dublin Simon Community	\$1,225
Family and Workforce Centers of America	\$10,000
Fathers and Families Support Center	\$10,000
Girls Inc. of St. Louis	\$25,000
Greenville University (COVID-19 Research)	\$25,000
Happiness is Camping	\$5,000
Homeless Solutions	\$10,000
Independence Center	\$20,000
Maydm Inc.	\$35,000
Movember	\$612
National Guard State Family Readiness Council	\$5,000
Park Central Development - Kindness Meals STL	\$10,000
Paul Davis Burn Survivor Benefit	\$7,500
Project Hope	\$10,000
Ronald McDonald House Charities Ireland	\$1,000
Salvation Army	\$10,000
SciFest	\$6,123
Society of St. Vincent de Paul	\$1,225
Sophia Housing	\$5,817
St. Francis Hospice Dublin	\$500
St. Louis Black Authors of Childrens Literature	\$40,000
St. Louis Regional Health Commission	\$15,000
Students 2 Science	\$75,000
The Alzheimer Society of Ireland	\$612
University of North Carolina Medical Foundation	\$5,000
United Negro College Fund	\$30,000
Washington University Institute for School Partnership (STEMpact)	\$25,000
TOTAL	\$526,945

APPENDIX D

2020 MNKPAC Disbursements and Corporate Contributions

MNKPAC Disbursements*

U.S. SENATE**

LAST NAME	FIRST NAME	POLITICAL COMMITTEE	CYCLE	AMOUNT	PARTY	OFFICE	STATE
Cassidy	William	Bill Cassidy for Senate	2020	\$2,500	R	Senate	KA
McConnell	Mitch	McConnell Senate Committee	2020	\$2,500	R	Senate	KY
Scott	Tim	Tomorrow Is Meaningful PAC	2020	\$5,000	R	Senate	SC
			TOTAL	\$10,000			

U.S. HOUSE

LAST NAME	FIRST NAME	POLITICAL COMMITTEE	CYCLE	AMOUNT	PARTY	OFFICE	STATE	DISTRICT
Carter	Buddy	BUDDY PAC	2020	\$2,500	R	House	GA	1
Clay	William	Clay Jr. For Congress	2020	\$2,500	D	House	MO	1
Hoyer	Steny	Hoyer For Congress	2020	\$1,500	D	House	MD	5
McCarthy	Kevin	Kevin McCarthy For Congress	2020	\$2,500	R	House	CA	23
			TOTAL	\$9,000				

NATIONAL PARTY AND OTHER COMMITTEES

COMMITTEE	CYCLE	AMOUNT	PARTY
Congressional Black Caucus PAC	2020	\$5,000	D
Democratic Congressional Campaign Committee (DCCC)	2020	\$15,000	D
Equality PAC	2020	\$5,000	N/A
LGBTQ Victory Fund Federal PAC	2020	\$2,500	N/A
National Republican Senatorial Committee (NRSC)	2020	\$15,000	R
New Democrat Coalition Action Fund	2020	\$5,000	D
	TOTAL	\$47,500	

DISBURSEMENTS BY PARTY

	AMOUNT	PERCENTAGE
Republican	\$30,000	45%
Democrat	\$29,000	44%
Other***	\$7,500	11%

*MNKPAC disbursements that were refunded or voided are not included in the breakouts above. The total amount shown may vary from Federal Election Commission (FEC) reporting in 2020 due to subsequently voided or refunded contributions and bank fees.

**Disbursements to Senate candidates leaned Republican due to increasing trend of certain Democratic candidates rejecting corporate PAC money.

***The "other" category consists of contributions made to Equality PAC and the LGBTQ Victory Fund, which may support candidates from any political party.

2020 Corporate Contributions

LAST NAME	FIRST NAME	POLITICAL COMMITTEE	CYCLE	AMOUNT	PARTY	OFFICE	STATE	DISTRICT
Arambula	Joaquin	Joaquin Arambula for Assembly 2020	2020	\$1,500	D	House	CA	31
Bonta	Rob	Rob Bonta for Assembly 2020	2020	\$1,500	D	House	CA	18
Gipson	Mike	Gipson for Assembly 2020	2020	\$1,300	D	House	CA	64
Hueso	Ben	Senator Ben Hueso Officeholder Account 2018	2020	\$1,200	D	Senate	CA	40
Lackey	Tom	Lackey for Assembly 2020	2020	\$1,500	R	House	CA	36
Ma	Fiona	Fiona Ma for State Treasurer	2020	\$1,500	D	Treasurer	CA	
Mayes	Chad	Chad Mayes for Assembly 2020	2020	\$4,500	R	House	CA	42
Moorlach	John	Moorlach for Senate 2020	2020	\$2,000	R	Senate	CA	37
Ramos	James	James Ramos for Assembly 2020	2020	\$1,300	D	House	CA	40
Rodriguez	Freddie	Rodriguez for Assembly 2020	2020	\$1,500	D	House	CA	52
Rubio	Sylvia	Sylvia Rubio for Assembly 2020	2020	\$2,500	D	House	CA	57
Ting	Philip	Phil Ting for Assembly 2020	2020	\$1,500	D	House	CA	19
Ward	Chris	Chris Ward for Assembly 2020	2020	\$2,500	D	House	CA	78
			TOTAL	\$24,300				

DISBURSEMENTS BY PARTY

	AMOUNT	PERCENTAGE
Republican	\$8,000	33%
Democrat	\$16,300	67%

APPENDIX E

Trade Association, Policy and Political Organization Memberships

TRADE ASSOCIATIONS AND POLICY ORGANIZATIONS

ORGANIZATION	ANNUAL MEMBERSHIP DUES (USD)	% SPENT ON LOBBYING
Alliance to Protect Medical Innovation	\$150,000	N/A
Association for Accessible Medicines	\$383,600	36%
Association for Corporate Citizenship Professionals	\$6,875	N/A
BIOCOM	\$20,300	10%
BioForward	\$15,000	15%
BioPharmaChem (Ireland)	\$12,284	N/A
BIOTECanada	\$9,119	N/A
Biotechnology Innovation Organization	\$473,053	41%
Business Roundtable	\$100,000	40%
Confederation of British Industry	\$46,004	32%
Consumer Healthcare Products Association	\$5,000	N/A
Council on State Taxation	\$6,000	50%
Global Business Alliance (formerly Organization for International Investment)	\$17,500	55%
Healthcare Businesswoman's Association	\$25,000	0%
Healthcare Distribution Alliance	\$23,961	13%
HealthCare Institute of New Jersey	\$55,000	62%
Healthcare Leadership Council	\$200,000	45%
Human Rights Campaign	\$25,000	N/A
Industry Research and Development Group	\$7,020	N/A
Institute for Clinical and Economic Review	\$26,250	N/A
IPEC-Americas	\$16,728	N/A
MedTech Canada	\$4,924	N/A
MedTech Europe	\$37,988	10%
Missouri Chamber of Commerce	\$25,000	21%
National Association of Chain Drug Stores	\$9,960	30%
National Association of Manufacturers	\$73,539	20%
National Health Council	\$32,000	4%
National Pharmaceutical Council	\$300,000	N/A
New Jersey Business and Industry Association	\$1,800	11%
North Carolina Chamber	\$11,340	24%
Research! America	\$15,000	N/A
Somerset Business County Partnership	\$2,900	N/A

*N/A stands for 'not applicable' or was not available at time of publication.

St. Louis Regional Chamber of Commerce	\$25,000	3%
U.S. Chamber Institute for Legal Reform	\$250,000	40%
Women in Government	\$20,000	N/A
TOTAL	\$2,433,145	

POLITICAL ORGANIZATIONS

ORGANIZATION	2020 MEMBERSHIP DUES (USD)**	% SPENT ON LOBBYING
Attorney General Alliance	\$15,000	N/A
Democratic Attorneys General Association	\$100,000	N/A
Democratic Governors Association	\$100,000	N/A
Democratic Legislative Campaign Committee	\$50,000	N/A
Franklin Center	\$20,000	N/A
National Conference of State Legislatures	\$12,500	N/A
Republican Attorneys General Association	\$100,000	N/A
Republican Governors Association	\$100,000	N/A
Republican Legislative Campaign Committee	\$50,000	N/A
Ripon Society	\$15,000	N/A
Western Governors Association	\$15,000	N/A
TOTAL	\$577,500	

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**Reflects payments for 2020 dues. Any prepayments of dues for 2021 will be reflected in 2021 report.



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