



Mallinckrodt

Pharmaceuticals

2024 SUSTAINABILITY REPORT



About This Report

2024 Sustainability Report

This report describes Mallinckrodt's key activities and initiatives related to its sustainability program in 2024. It complements information contained in our [2024 Annual Report \(Form 10-K\)](#) and [2024 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.

The terms "material" and "materiality" as used in context of this report are different from such terms defined or construed in accordance with securities or other laws or as used in the context of filings made with the U.S. Securities and Exchange Commission. Information reported herein 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 has not been audited or externally verified, may be based on estimates, assumptions and third-party methodologies, and is subject to additional uncertainties due to limitations inherent in our data collection and analysis methods, 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.

The information reported herein includes data related to our Therakos® business through November 29, 2024, the date of its divestiture.

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 27, 2024, and Quarterly Reports on Form 10-Q for the quarterly period ended March 28, 2025, filed with the 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. 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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A Message From Our President & CEO

At Mallinckrodt, our work is grounded in a deep sense of responsibility—to the patients who rely on us, the employees who drive our success, and the communities we call home. In 2024, we made meaningful progress in transforming our business, fostering a culture of sustainability, and delivering therapies that improve patient outcomes. We expanded access to treatments for autoimmune and respiratory conditions, supported early intervention in acute kidney injury, and provided patients with a reliable supply of high-quality specialty generic medicines. These efforts led to solid business results and, more importantly, helped more patients receive the care they need.

Strategic Milestones

We took decisive steps to position Mallinckrodt for the future. We sharpened our strategic focus through the sale of the Therakos® business in 2024. In early 2025, we announced our proposed merger with Endo, Inc., to create a global, scaled, diversified pharmaceuticals leader. With the necessary shareholder approvals obtained, Mallinckrodt will now apply to the Irish High Court to seek approval of the scheme of arrangement in connection with the merger.¹ It is envisioned that, as part of unlocking the value of the businesses, following the close, the combined company will separate the generic pharmaceuticals businesses of the two companies and Endo's sterile injectables business into a new standalone entity, creating two companies with strong cash flows and attractive growth opportunities.

Commitment to Sustainability

We also continued to embed sustainability into our operations and culture. In 2024, we reduced greenhouse gas emissions and water use, achieved zero-to-landfill status at our Dublin headquarters, and earned recognition for environmental excellence at several U.S. manufacturing sites. We upheld our strong quality record with no Food and Drug Administration (FDA) citations and reinforced our culture of integrity. Just as importantly, we also strengthened employee engagement and deepened our community impact through STEM education, volunteerism, and strategic collaborations.

Throughout our organization, employees are united by a shared purpose: helping patients live healthier lives. I invite you to explore our 2024 Sustainability Report, which highlights our progress and offers a comprehensive view of how we are creating a more resilient and responsible company. I am incredibly proud of our accomplishments and confident in the path ahead. Together, we are building a stronger company for the future.

Sincerely,

Sigurdur (Siggi) Olafsson
President & Chief Executive Officer

¹Subject to the Irish High Court approval and the satisfaction of the remaining closing conditions, this transaction is presently expected to close in the weeks after the Irish High Court hearing.

About Mallinckrodt

Mallinckrodt is a global specialty pharmaceutical company focused on our mission—**Listening for Needs, Delivering Solutions**. This mission reflects our deep commitment to understanding the challenges patients face and delivering meaningful solutions that improve lives.

Our people bring this mission to life every day. Across the organization, they put patients first, do what’s right, push the boundaries of innovation, and work together with purpose. These values—**Patient-centric, Integrity, Innovative and Collaborative**—help define our corporate culture and guide how we operate to make a difference in the world.



Patient-Centric
“We put our patients first”



Integrity
“We do the right thing”



Innovative
“We innovate to thrive”



Collaborative
“We own it, together”



Year Founded
1867



2024 Net Sales
\$1,980 million



Employees
2,700+



Headquarters
Dublin, Ireland

10 Manufacturing Facilities

13 Corporate / Other Sites

View our full list of locations [here](#).



Our Portfolio

For 158 years, Mallinckrodt has been developing, manufacturing and delivering specialty pharmaceutical products that improve the lives of patients worldwide. We operate in two business segments, supported by strategic investments in research and development (R&D). In 2024, approximately 6% of our net sales went toward R&D to advance our portfolio of products and medical devices.

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 and ophthalmology; neonatal respiratory critical care therapies; and gastrointestinal products.

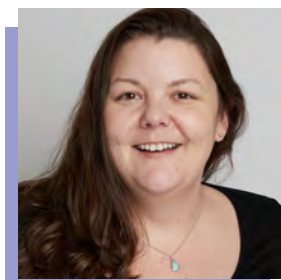


Specialty Brands R&D centers on current late-stage product development, maximizing new product launches and lifecycle management, including enhancements, line extensions and geo-expansions. Data generation is a key strategic driver, extending evidence for approved uses, label enhancements and new indications. We invest in clinical and health economic activities to advance research and treatment of various diseases, furthering the development of our marketed products.

Specialty Generics

Our Specialty Generics segment produces specialty generic drugs for the treatment of pain, ADHD and addiction. We also supply bulk active pharmaceutical ingredients (APIs), including acetaminophen, stimulants, analgesics and stearates to a wide variety of pharmaceutical companies and use these APIs for our own internal manufacturing of finished dose products. As one of the world's largest bulk acetaminophen manufacturers and the only North American producer with exclusively U.S.-based facilities, we supply APIs and excipients to over 200 manufacturers in more than 50 countries.

Specialty Generics R&D focuses on hard-to-manufacture pharmaceuticals with complex pharmacokinetic profiles, leveraging our vertically integrated manufacturing capabilities. Our near-term pipeline includes several new product launches in the coming years, with additional long-term developments.



“The patient experience guided every step of the design process. Earning the Ease of Use certification underscores our dedication to safety, accessibility and patient-centered innovation.”

Sara Barker

Director, Immunology Marketing and Launch Lead



Advancing Care With Patient-Centric Innovation

In 2024, we launched the Acthar® Gel (repository corticotropin injection) Single-Dose Pre-filled SelfJect™ Injector—providing a new administration option for patients with chronic and acute inflammatory and autoimmune conditions.¹

Acthar Gel is the first medication in its class available in a self-injection device.² Designed with patients in mind, the SelfJect device received the Arthritis Foundation's Ease of Use® certification, awarded by an independent third party to products that meet rigorous standards for usability—particularly for individuals living with arthritis, chronic pain and other physical challenges. To further support patients and the environment, Mallinckrodt also offers a sustainable disposal program for SelfJect, available to all individuals prescribed Acthar.



¹Acthar® Gel (repository corticotropin injection) [prescribing information]. Bridgewater, NJ: Mallinckrodt ARD LLC.

²Linnane A, Lau M, Miranda P, Elliott S. Formative and Validation Human Factors Studies of a New Disposable Prefilled Injection Device for Subcutaneous Delivery of Acthar Gel (Repository Corticotropin Injection). Expert Opinion on Drug Delivery. 2024. <https://doi.org/10.1080/17425247.2024.2390553>.

Sustainability at Mallinckrodt

Sustainability is integral to how we bring our core values to life, guiding our efforts to build a resilient, thriving company grounded in responsible practices and excellence. It is essential for creating long-term value for all our stakeholders, including patients, employees, customers, shareholders and communities.

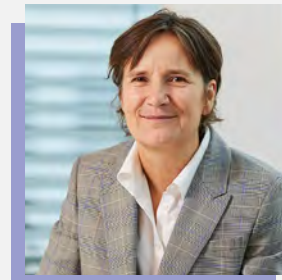
Sustainability Governance

Mallinckrodt's Board of Directors, including the CEO, oversees our sustainability strategy, promoting alignment with the Company's priorities, risk management and long-term objectives. The Board receives annual progress updates from management, with additional reports as needed. The Audit Committee reviews sustainability metrics and monitors compliance with relevant obligations, including those under Irish law.

At the operational level, sustainability is led by Mallinckrodt's Executive Vice President and Chief Transformation Officer, who chairs a cross-functional steering committee. This committee drives strategy implementation, stakeholder engagement, disclosures and reporting, while also tracking and preparing for emerging sustainability regulations, such as the Corporate Sustainability Reporting Directive (CSRD). Internal working groups manage specific programs and initiatives to ensure progress and accountability.



Mallinckrodt Insights: Our Sustainability Journey



Henriette Nielsen

Executive Vice President and Chief Transformation Officer

How does Mallinckrodt define sustainability?

At Mallinckrodt, sustainability is a core part of our mission to listen for needs and deliver solutions that make a meaningful impact. It's about addressing today's challenges responsibly while creating a healthier, more sustainable future for generations to come. While this is certainly an ongoing journey, we are dedicated to making consistent progress and advancing with purpose.

What excites you most about Mallinckrodt's sustainability journey moving forward?

What excites me most is the opportunity for us to make a tangible difference in the world. Sustainability is about creating lasting value for all stakeholders. Seeing our global teams embrace this vision and develop innovative ideas is inspiring. I am proud of the progress we have made in 2024, and I look forward to continuing the momentum as our sustainability program evolves.

How will Mallinckrodt advance its sustainability efforts in 2025?

Mallinckrodt is proactively preparing for evolving sustainability regulations in both the U.S. and the EU. We have initiated a preliminary double materiality assessment to guide our future sustainability priorities and ensure alignment with emerging disclosure expectations.

In parallel, we are preparing our Scope 1 and 2 greenhouse gas emissions data for external verification, while increasing collaboration with our suppliers to improve our understanding of Scope 3 emissions. We also plan to conduct a climate risk assessment, identify additional opportunities for reducing energy, water and waste, and perform a product-level lifecycle assessment to evaluate how we can further mitigate risk and improve our environmental footprint. These initiatives, combined with our ongoing efforts to support patients, our employees and the communities we serve, will position us for a busy and impactful year ahead!

Sustainability Framework

Our sustainability framework is built around three key pillars—Environmental, Social and Governance. These pillars help guide us toward our goal of operating responsibly and creating value for all our stakeholders.



Environmental

We are dedicated to minimizing our environmental impact through initiatives that reduce our carbon footprint, conserve resources and foster a culture of environmental stewardship.



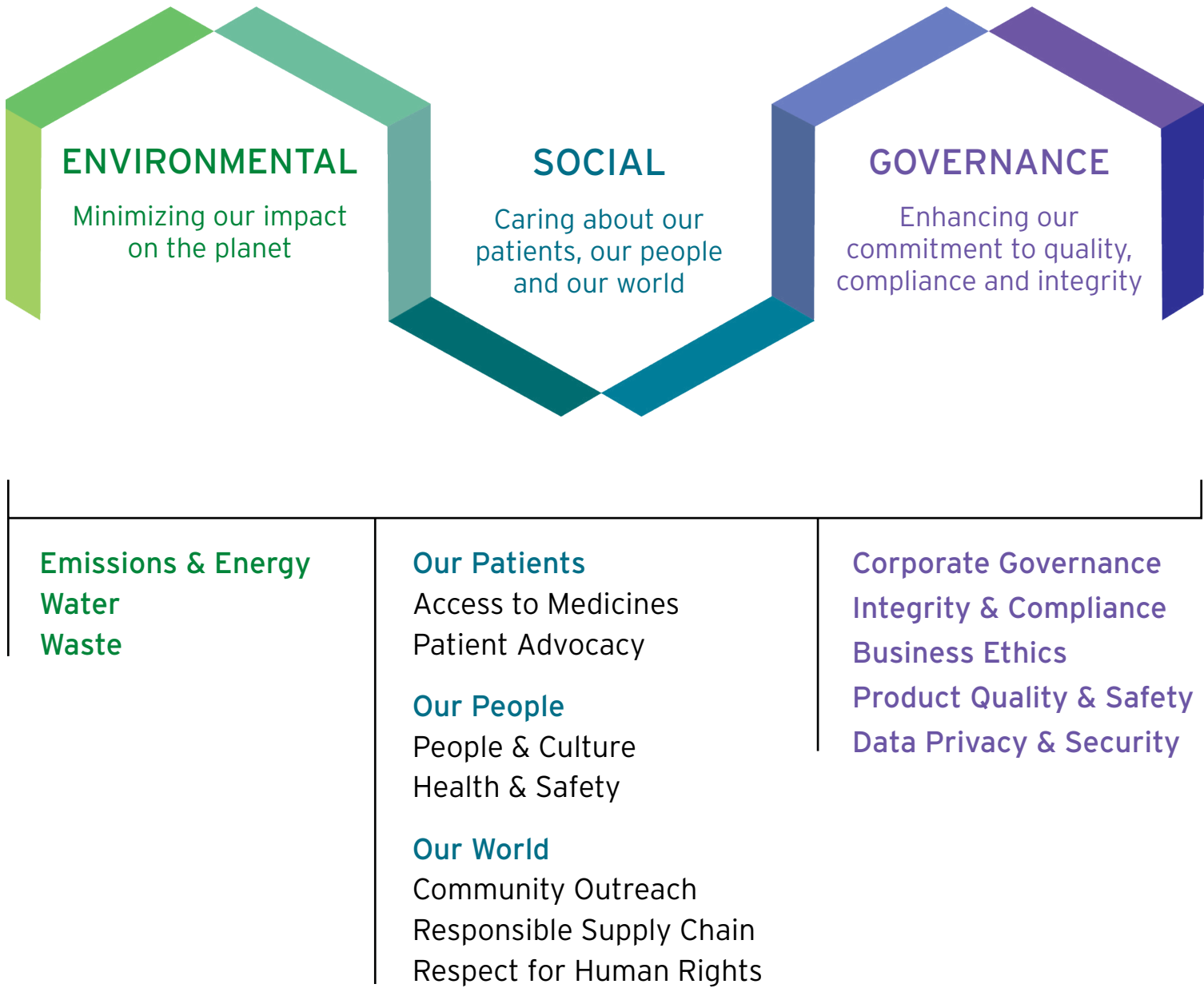
Social

We care for our patients, people and communities, working to improve health outcomes, support well-being and promote responsible practices across our supply chain.



Governance

Integrity is fundamental to our operations. We uphold the highest standards of corporate governance, guided by quality, ethics and compliance.



2024 Sustainability Highlights

Environmental

Minimizing our impact on the planet



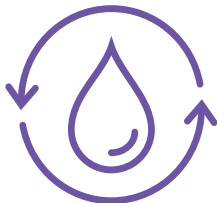
Green Milestone

Earned Zero-to-Landfill certification at our headquarters in Dublin, Ireland.



Environmental Impact

Reduced Scope 1 + 2 GHG emissions by 4% and water usage by 9% from 2023, while starting Scope 3 GHG reporting.



Wastewater Management

Recognized for wastewater management excellence at three of our U.S. manufacturing sites.

Social

Caring about our patients, our people and our world



Product Innovation

Launched a new single-dose self-injector, earning the Arthritis Foundation’s (U.S.) Ease of Use® certification.



Employee Feedback

Improved global employee engagement and integrity survey scores reflecting growing trust and alignment with our values.



Supporting Education

Partnered with SciFest in sponsoring the Mallinckrodt STEM Excellence Award, inspiring future innovators.

Governance

Enhancing our commitment to quality, compliance and integrity



Ethical Standards

Attained 100% participation in Code of Conduct training for all active employees.



Quality Excellence

Achieved an exemplary quality record due to the rigor and integrity of our processes; zero FDA citations.



Compliance Enhancements

Launched AI compliance chatbot and Integrity Icon Awards to recognize employees’ exemplary ethical conduct.

Awards & Recognition



Sustainability Commitment¹
Earned the EcoVadis Bronze Medal for responsible business practices.



Environmental Management¹
Maintained a C score on CDP Climate and Water Security.



Employee Experience
Named as a top 100 company for employee well-being by the Irish Business and Employers Confederation, which also once again accredited us with the prestigious KeepWell Mark.



Mallinckrodt employees at awards ceremony

Community Leadership
Named Business of the Year by the Delaware County (New York, U.S.) Chamber of Commerce for community investment and civic engagement.

¹For our Specialty Generics division only.

Environmental

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Mallinckrodt manufacturing plant in Raleigh, North Carolina

Emissions & Energy

Environmental Governance

Mallinckrodt prioritizes environmental sustainability through responsible operations and efficient resource management. We aim to protect natural resources and minimize environmental impacts from our operations, products and services.

We have a comprehensive Environmental, Health and Safety (EHS) program and a global EHS policy to promote legal compliance and foster safe, sustainable practices across all Mallinckrodt operations. Management of environmental compliance and risk is the responsibility of each business division's Quality and Operations leadership team, along with Mallinckrodt's Global EHS function.

We maintain multiple permits and have programs designed to comply with all relevant laws and regulations while maintaining high internal standards. As a global organization, we work to ensure our environmental activities meet or exceed the requirements set by local, regional and national regulatory bodies in every country where we operate.

Looking ahead, we are advancing our environmental sustainability efforts with a focus on five key priorities:

1. Improving data accuracy and transparency.
2. Exploring ways to reduce our carbon footprint.
3. Managing water, wastewater and waste more efficiently.
4. Collaborating with our suppliers and customers on sustainability efforts.
5. Strengthening our sustainability culture and capabilities.

Climate Action and Readiness

Through strategic improvements and stakeholder collaboration, we aim to minimize our carbon footprint and drive meaningful progress toward a more sustainable future.

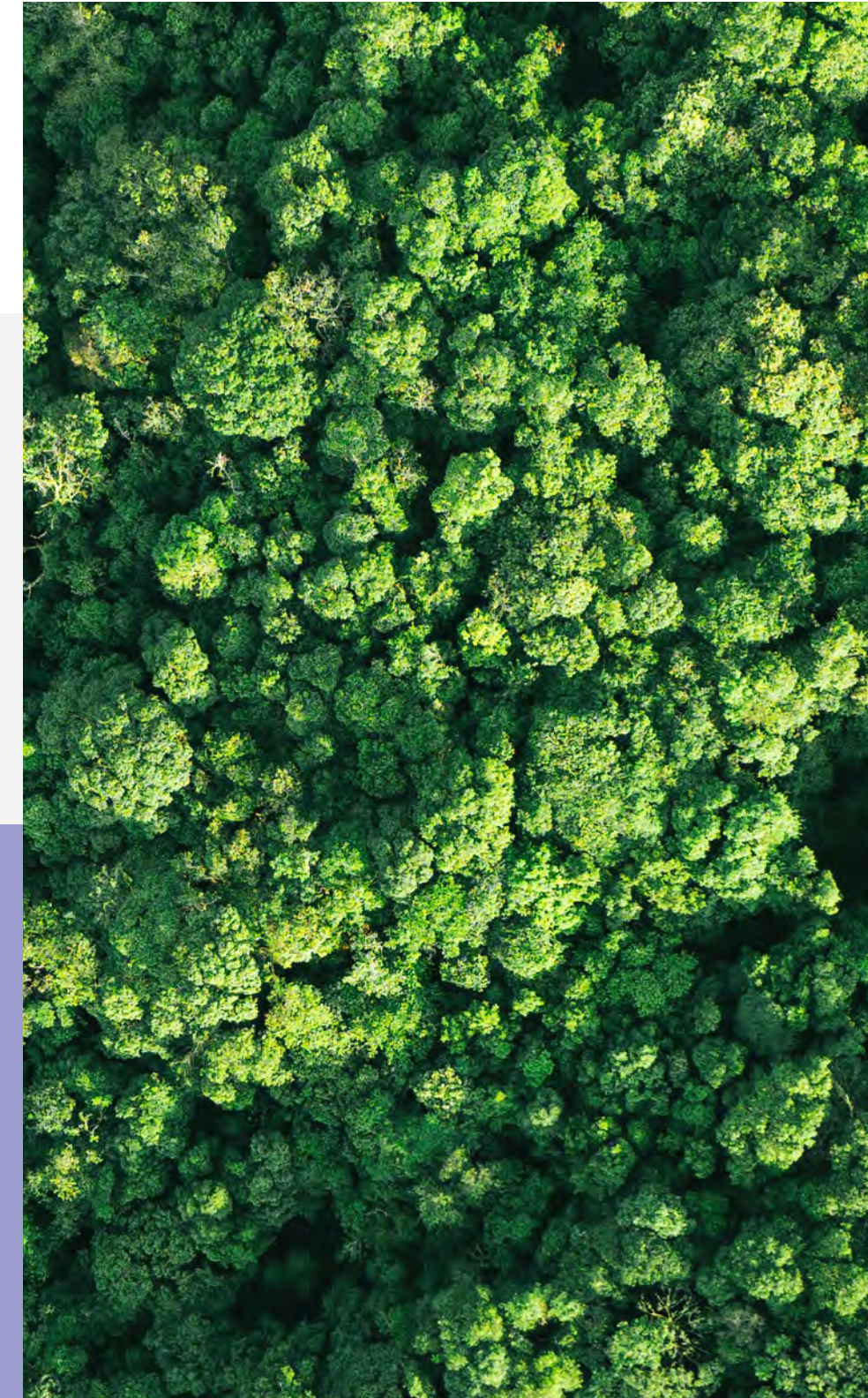
Key Actions in 2024:

- Maintained robust environmental data across all sites, preparing for mandatory climate disclosure and assurance requirements in the U.S. and EU.
- Conducted energy audits at our three largest manufacturing facilities.
- Implemented short-term sustainability improvement ideas at select sites.
- Prepared data collection for the top four categories of Scope 3 GHG emissions.
- Enhanced employee understanding of sustainability-related risks and opportunities across the business.

Impact in the Value Chain

As Mallinckrodt enhances transparency around its Scope 3 GHG emissions, we are deepening our understanding and planning collaborative efforts to minimize the environmental impact across our value chain. In 2025, we aim to assess the Product Carbon Footprint of one of our products and engage key suppliers in this initiative.

Our Specialty Generics manufacturing facilities are part of a vertically integrated supply chain, and we work closely across our locations to identify synergies and efficiencies. For example, APIs produced at our St. Louis and Webster Groves sites in Missouri are transported to our plant in Hobart, New York, to be processed into finished dosages. Since 2022, these sites have optimized their logistics, saving nearly 35,000 transportation miles annually. Additionally, the St. Louis site introduced reusable plastic pallets for transporting products, preventing the need to purchase 1,200 disposable pallets over the past three years.



Greenhouse Gas (GHG) Emissions Metrics

Mallinckrodt reports its GHG emissions in alignment with the GHG Protocol methodology, using operational control boundaries. This includes all company-operated sites and leased vehicles.

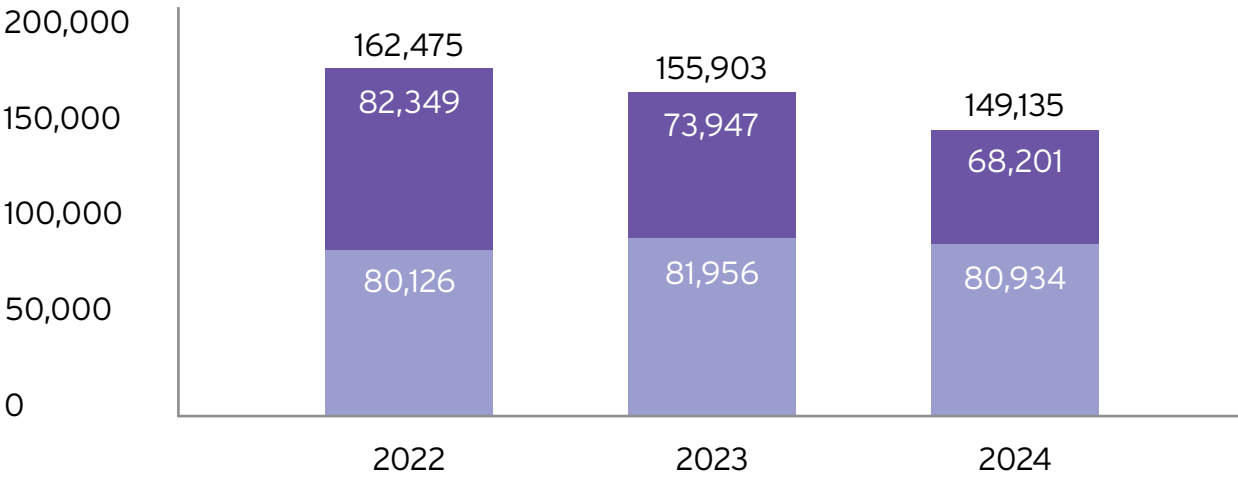
We have not observed any significant trends in Scope 1 emissions, as natural gas usage has remained relatively stable across the company, aside from normal seasonal variations. The decline in Scope 2 emissions is primarily due to year-over-year improvements in emission factors, reflecting the ongoing decarbonization of the power sector in the regions where we operate.

In 2024, we focused our initial Scope 3 reporting on Categories 1 through 4. Categories 1, 2 and 4 were assessed using a spend-based approach, while Category 3 was calculated using the same energy activity data as Scopes 1 and 2. We plan to expand our Scope 3 disclosures to include additional material categories in the coming years.

We remain committed to monitoring these indicators and pursuing opportunities to further reduce Mallinckrodt's carbon footprint.

Global Scope 1 and 2 GHG Emissions Trend 2022-2024

- Global Scope 1 GHG Emissions (metric tons CO₂e)¹
- Global Scope 2 GHG Emissions Location-based (metric tons CO₂e)



¹In 2024, we reclassified the use of landfill gas as outside the GHG Protocol Scopes. As a result, we revised Specialty Generics' Scope 1 GHG emissions for 2023 and adjusted our 2022 baseline accordingly.

²Some totals may not equal 100% due to rounding.

2024 Global Scope 1 and 2 GHG Emissions (metric tons CO₂e)

	Specialty Brands	Specialty Generics	Total
Global Scope 1 GHG Emissions ¹	7,451	73,483	80,934
Global Scope 2 GHG Emissions Location-based	10,131	58,070	68,201
Global Scope 2 GHG Emissions Market-based	9,287	59,507	68,794
Outside the Scopes - Biogenic Carbon	0	8,305	8,305

2024 Global Scope 3 GHG Emissions (Categories 1-4) (metric tons CO₂e)

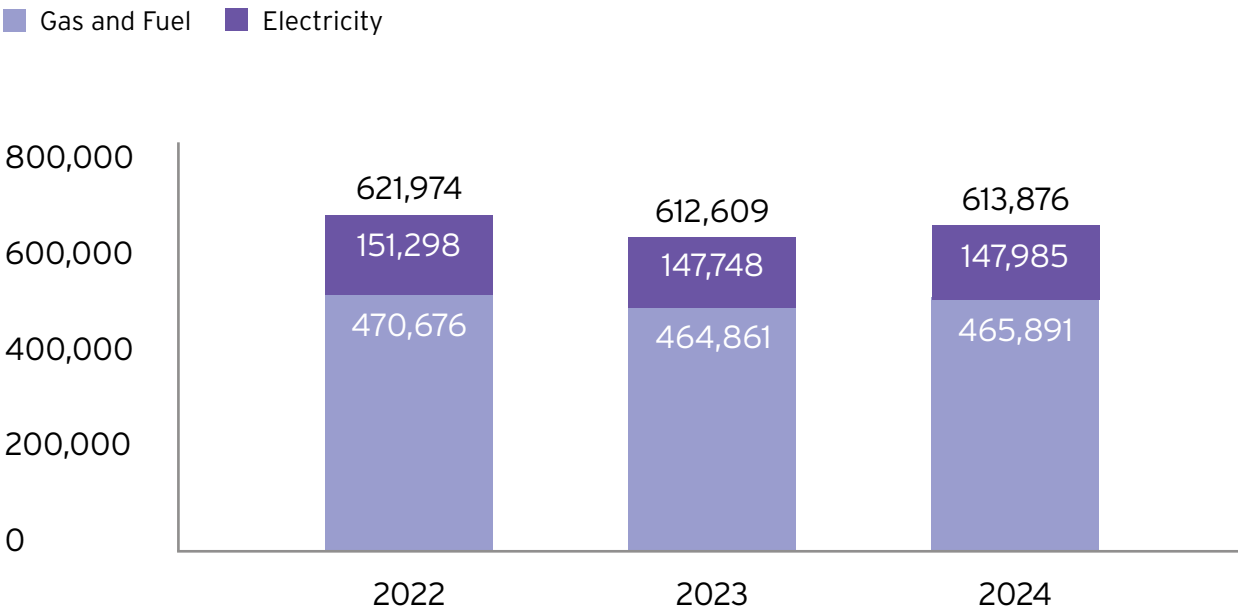
	Specialty Brands	Specialty Generics	Total ²
Category 1 - Purchased Goods and Services	59,172	119,714	178,886
Category 2 - Capital Goods	1,467	10,669	12,136
Category 3 - Fuel and Energy-related Activities	2,992	21,705	24,697
Category 4 - Upstream Transportation and Distribution	6,874	15,563	22,438

Energy Management

We continuously monitor and assess our energy use to uncover opportunities for efficiency, cost savings and environmental impact reduction. Gas, fuel and electricity consumption has been stable across our sites.

In 2024, we introduced a new metric to track the percentage of renewable energy used across our operations. Currently, 8% of our total energy consumption comes from renewable sources. Our Dublin, Ireland, site has been powered entirely by renewable electricity since 2018. At our manufacturing facility in Raleigh, North Carolina, up to 17% of the gas used in our boilers is sourced from a nearby landfill, helping to reduce reliance on conventional fuels.

Energy Consumption Trend 2022-2024 (MWh)



2024 Energy Consumption

	Specialty Brands	Specialty Generics	Total ¹
Total Gas and Fuel Consumption (MWh)	33,660	432,231	465,891
Total Electricity Consumption (MWh)	19,650	128,336	147,985
Renewable Energy (%)	6%	8%	8%



2024 Energy Highlights:

- Achieved over 99% LED conversion at sites in Madison, Wisconsin, and Port Allen, Louisiana, and replaced 28 fluorescent fixtures with LEDs at the Sanda, Japan, plant.
- Deployed 47 hybrid vehicles, making up 13% of the U.S. commercial fleet.
- Transitioned to newer, more efficient HVAC systems and a chiller at the Port Allen, Louisiana, site.
- Upgraded energy-monitoring systems at the Raleigh, North Carolina, site, including modernizing the site-wide control system, transitioning to electrical heat tracing, and installing new monitors and meters.
- Installed new pumps and fans with Variable Frequency Drives (VFDs) at the Greenville, Illinois, site to optimize equipment performance at energy-efficient speeds.

¹Some totals may not equal 100% due to rounding.



Mallinckrodt manufacturing plant in Hobart, New York

CASE STUDY

Laying the Foundation: Energy Audits at Key Sites

In 2024, Mallinckrodt conducted third-party energy audits at its three largest manufacturing plants—St. Louis, Missouri; Hobart, New York; and Raleigh, North Carolina—which generate nearly 80% of its Scope 1 and 2 emissions. The audits identified decarbonization opportunities ranging from immediate, low-cost actions to longer-term investments. Immediate measures at Hobart were approved and are underway, while proposals for St. Louis and Raleigh are under review.

Hobart’s facility team has long prioritized energy efficiency and equipment upgrades. In 2024, they installed a second high-efficiency air compressor and expanded LED lighting across the site. Following the audit, they began implementing additional improvements:

- Enhancing chiller economizer performance using cooler water
- Recovering heat from boiler blowdown
- Using cooling tower water for air compressors
- Fixing leaks and optimizing compressed air systems

These actions, targeted for completion in 2025, are expected to enhance efficiency and set a model for other sites.



We take pride in raising the bar—from LED upgrades to more efficient processes that benefit everyone on-site. The audit gave us support and resources, and we’re already seeing results from using ‘free’ winter cooling.”

Joseph Imperi
Hobart Facility Manager

Water

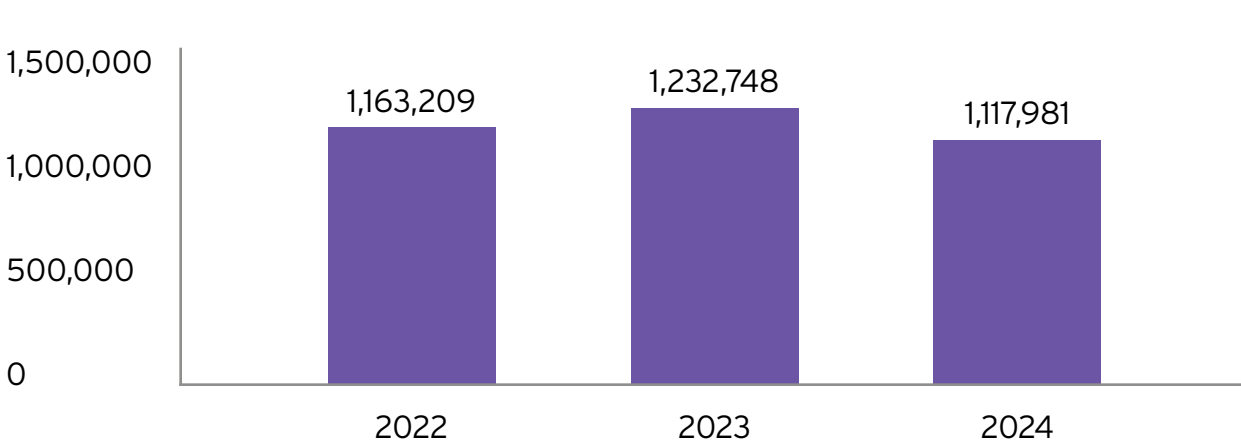
Water is a vital and increasingly scarce resource, and Mallinckrodt strives to both conserve water usage and minimize the environmental impact of its discharge. Through a combination of ongoing monitoring, equipment and process upgrades, water reuse initiatives, and employee education, we aim to set a high standard for water stewardship and responsible use.

All our sites rely on municipal water sources and wastewater is discharged into publicly owned treatment works. We comply with local, state and federal environmental regulations, operating within the parameters of our environmental permits, and collaborate with local water authorities to assist in managing both water supply and wastewater treatment efforts.

Our 2024 water risk assessment, updated with version 4.0 of the [Aqueduct Water Risk Atlas](#) from the World Resources Institute, indicates increased water risk for the region where our Raleigh, North Carolina, site is located. The water stress level has escalated from medium-high (20-40%) to extremely high (>80%). We plan to conduct a review as part of our 2025 climate risk assessment.

In 2024, Mallinckrodt's plants diligently controlled water withdrawal, reduced irrigation, and benefited from repairs made in 2023 and early 2024, achieving a 9% reduction. Additionally, technical optimizations are continuously reviewed to further reduce water usage. For example, in 2024, our Dublin, Ireland, facility switched from using Water-For-Injection (WFI) to Reverse Osmosis water for cleaning in manufacturing, saving both water and the energy required to produce WFI.

Water Withdrawal Trend 2022-2024 (cubic meters)



2024 Water Usage (cubic meters)

	Specialty Brands	Specialty Generics	Total ³
Total Water Withdrawal ¹	58,039	1,059,943	1,117,981
Total Water Discharge ¹	43,406	695,650	739,056
Total Water Consumption ²	14,632	364,293	378,925

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

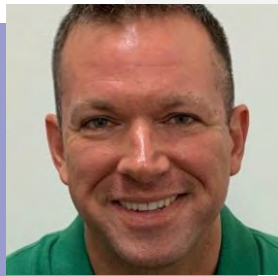
²Water Consumption = (Water Withdrawal - Water Discharge).

³Some totals may not equal 100% due to rounding.



Conserving Resources: Sustainability Pilot Program

In 2024, Mallinckrodt piloted a sustainability program at our Hazelwood, Missouri, campus to reduce water usage and grass mowing. Turning off the campus irrigation system saved more than 4 million gallons of water during the summer months. Additionally, we reduced weekly mowing areas from 40 to 20 acres, cutting 320 hours. As a result, we conserved water, reduced fuel consumption and lowered emissions from mowing. We will continue assessing the program and exploring opportunities for further improvements.



By making small adjustments, we have achieved positive environmental benefits. We are motivated to keep improving and expanding these efforts."

Jerry Sumrow
Hazelwood Facilities Supervisor

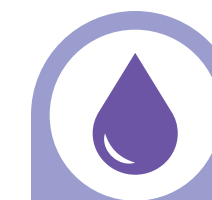
Water Management Awards

In 2024, Mallinckrodt's dedication to water stewardship and environmental compliance was recognized through several notable honors. The Missouri Water Environment Association awarded our St. Louis plant the *Industrial Pretreatment Gold Award* and recognized our Webster Groves site with the *Platinum Award* for maintaining Gold status for five consecutive years. These awards reflect our consistent excellence in industrial wastewater management and adherence to rigorous environmental standards.

The St. Louis plant also received the "*Proof Not Promises*" Award from Veolia Water Technologies & Solutions for implementing a biocide treatment in one of its cooling towers—an initiative that reduced chemical usage and enhanced operational efficiency.

Additionally, our plant in Raleigh, North Carolina, was honored with the *2024 Raleigh Environmental Stewardship Award* by Raleigh Water, acknowledging its strong commitment to sustainable practices and regulatory compliance.

These achievements underscore Mallinckrodt's ongoing commitment to environmental responsibility and continuous improvement in water management across all operations.



Pharmaceuticals in the Environment

We recognize the environmental impact that pharmaceuticals can have and we are dedicated to minimizing these effects. To ensure responsible operations and reduce risks, Mallinckrodt follows stringent internal protocols to comply with wastewater effluent-related regulations and the requirements of our licenses and permits. These measures help us protect natural resources, like surface water and groundwater, while managing our wastewater discharges.

Waste

Our facilities have waste management plans designed to reduce waste generation and improve disposal methods. We continuously evaluate techniques to minimize waste across our operations.



Source Reduction: We aim to reduce waste at the source and minimize it when adopting new processes or modifying existing ones, focusing on decreasing both the volume and harmfulness of waste produced.



Recycling and Recovery: We prioritize recycling in-process materials and byproducts through reuse and recovery. This approach reduces waste management costs, lowers raw material usage and enhances production efficiency.



Vendor Vetting: Our waste management vendors, who are responsible for waste transport, treatment, storage or disposal, undergo rigorous internal vetting and must possess the necessary permits from regulatory bodies.

2024 Waste Management

	Specialty Brands	Specialty Generics	Total ³
Total Hazardous Waste (metric tons) ¹	61	5,646	5,707
% Hazardous Recycled, Reclaimed or Thermally Recovered ²	39%	89%	88%
Total Non-Hazardous Waste (metric tons) ¹	245	4,528	4,772
% Non-Hazardous Recycled, Reclaimed or Thermally Recovered ²	29%	36%	35%



Maximizing Reuse and Supporting Local Communities: Stratatech Facility Decommissioning

During the 2024 decommissioning and closure of the Stratatech manufacturing facility in Madison, Wisconsin, we prioritized waste reduction and material reuse. Approximately 600 pieces of lab equipment, warehouse gear, tools and furniture were redeployed to other Mallinckrodt sites. In addition, 99% of on-hand consumables and remaining office furniture were donated to local organizations. More than 700 additional items of equipment were either sold at public auctions or acquired by the landlord.



It was important to us to avoid landfills and reuse as much as possible. None of the furniture or equipment went to waste, and through local auctions and donations, it benefited startups and small research groups in Madison.”

Zack Rodgers
Director of Corporate
Property Management

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.
³ Some totals may not equal 100% due to rounding.

CASE STUDY

Waste-to-Energy Initiatives

In our ongoing efforts to advance sustainability, we have implemented several waste-to-energy initiatives across our global sites. These initiatives not only help us manage waste more effectively but also contribute to local energy needs by converting waste into a valuable resource.

Ireland: Our headquarters in Dublin achieved a Zero-to-Landfill certification in 2024, marking a major milestone in waste management excellence. All waste generated at this site is either recycled directly or processed as “recovered waste,” which is incinerated to produce energy. This waste-to-energy process helps power households across the country.

North Carolina: At our plant in Raleigh, 97% of the hazardous waste generated was burned on-site for energy recovery. Our facility is among the few in North Carolina with advanced capabilities to reclaim tar-based byproducts, which are used as an energy source in its boilers. This closed-loop process reduces landfill waste and also provides a cost-effective and environmentally responsible way to generate energy for ongoing operations.

Japan: Our sites in Sanda and Kobe play an active role in waste-to-energy initiatives by reclaiming 100% of flammable waste solvents off-site for energy generation. This process involves partnering with specialized facilities to transform industrial byproducts into usable energy, promoting circularity in resource management.

These initiatives highlight our holistic approach, blending waste management with energy recovery to reduce environmental impacts and help local communities.



Sustainability and innovation go hand in hand. Our Zero-to-Landfill milestone in Dublin shows what's possible when we rethink waste to benefit both operations and the community."

Eamonn O'Connor
Dublin Plant Manager

Mallinckrodt Global Headquarters in Dublin, Ireland

Promoting Environmental Stewardship

We are focused on fostering a culture of environmental responsibility through employee-led efforts that support sustainability both at work and in the broader community.

Employee Engagement: Across our global sites, employees participated in a variety of sustainability-focused activities—from Earth Day activities to awareness campaigns, like Plastic Free July. Many also volunteered their time with environmental organizations, supporting clean-up efforts and zero-waste programs in their communities.

Sustainable Office Practices: Locations advanced eco-friendly changes, such as transitioning to recycled paper, reducing disposable product use, encouraging recycling, and launching idea-sharing platforms focused on environmental health and safety.

Supporting Green Commuting: Electric vehicle charging stations were added at multiple locations, with plans for further expansion in 2025.



Mallinckrodt volunteers at the Missouri Botanical Garden

Highlight on Biodiversity

Biodiversity is crucial for healthy ecosystems, and Mallinckrodt seeks to protect and enhance it.

At our 158-acre campus in Hazelwood, Missouri, we lease 38 acres to a local farm at no cost, supporting sustainable agriculture through crop rotation and no-till farming techniques to reduce carbon emissions and improve soil health. Since 2012, we have exclusively planted Missouri-native plants and trees on our property, fostering a thriving habitat for local wildlife, such as deer, foxes, otters and migratory birds. In 2024, we worked with the EarthWays Center at the Missouri Botanical Garden to explore biodiversity enhancements, including the possibility of Wildlife Habitat Council certification in the future.

At our Dublin, Ireland, site, we are exploring ways to reduce mowing areas and create biodiversity growth zones, as well as continue to maintain the large bug hotel installed in 2021 to shelter beneficial insects.



Grazing deer at the Hazelwood campus



Bug hotel in Dublin, Ireland

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OUR PATIENTS

Access to Medicines

At Mallinckrodt, we believe that every person deserves timely and affordable access to treatments that can improve their health and quality of life. Our commitment goes beyond providing medications; we actively work to address financial, systemic and logistical barriers that hinder access. Our goal is to provide the best possible healthcare for the greatest number of people. We are committed to transparent pricing decisions and to pricing our medicines in a way that reflects the therapy’s value to patients, providers and the entire healthcare system.

Our access initiatives¹ include:



Expanding Global Access: Developing strategies to enhance the availability of our branded products and services for underserved regions and populations.



Patient Support Programs: Offering patient assistance programs and co-pay support for eligible patients in the U.S. to help reduce financial barriers to certain branded pharmaceuticals.



Robust Supply Chain Management: Maintaining a secure and reliable supply of critical ingredients to provide uninterrupted production of medications.



Patient-Centered Policy: Collaborating with stakeholders to improve access to treatments and advocating for policies that ensure coverage, reduce expenses, and enhance access for Medicare and Medicaid beneficiaries.



Data-Driven Insights: Leveraging Mallinckrodt’s Evidence Generation and Data Sciences (EGDS) team to generate evidence-based insights that help improve access pathways and inform healthcare decisions for our diverse portfolio of branded products.

Patient Support Program

Access to Acthar® Gel (repository corticotropin injection) is supported through a comprehensive patient support and commercial co-pay assistance program tailored to meet individual needs. This program includes personalized assistance from a dedicated nurse navigator and case manager, helping patients manage the complexities of treatment and insurance approvals—at no additional cost.

For patients with limited or no insurance, assistance programs may provide Acthar Gel at no charge. Those with commercial or private insurance may qualify for co-pay support, potentially reducing out-of-pocket costs to as little as \$0, with up to \$15,000 in annual coverage.



¹Consistent with the terms of the Operating Injunction, patient support and access programs do not include, reflect or relate to Opioid Products (as defined in the Operating Injunction).

Advancing Access Through Innovation, Insight and Investment

In 2024, we advanced our mission to broaden patient access to vital treatments through strategic market expansion, targeted infrastructure investments and deep insights generated by our Evidence Generation and Data Sciences (EGDS) team.

Specialty Brands

We achieved two major milestones in expanding access to INOmax® (nitric oxide) gas for inhalation:

China Launch: After a multi-year regulatory process, we introduced INOmax® Total Care at the 18th National Neonatal Academic Conference in Guangzhou. This launch enables clinicians to treat term and near-term neonates with hypoxic respiratory failure associated with pulmonary hypertension, a condition that impacts nearly 20,000 newborns annually¹, using the INOmax® DSIR Plus Delivery System.

U.S. Expansion: We began the nationwide rollout of the FDA-cleared INOmax® EVOLVE™ DS. Building on a successful pilot program, this next-generation system features advanced automation, enhanced safety and intuitive design to support clinical teams and improve care.

Our **EGDS** team played a pivotal role in improving patient access by delivering clinical, real-world and value-based evidence that informs healthcare decisions and underscores the impact of our therapies. In 2024, the team contributed significantly across key therapeutic areas:

Acthar® Gel: Published findings and presented new data on treatment outcomes for patients with symptomatic sarcoidosis and nephrotic syndrome.

Terlivaz®: Presented award-winning research on real-world trends, outcomes and the impact of dosing in key patient subpopulations.

INOmax®: Delivered important real-world evidence on neonatal care at a major perinatal congress.

In addition to these product-specific milestones, the EGDS team achieved the following in 2024:

- Completed 20 company-sponsored and externally sponsored research initiatives.
- Published over 60 peer-reviewed articles.
- Produced more than 300 clinical data tables.
- Conducted over 100 engagements with healthcare systems and payors.

Specialty Generics

To meet the increasing needs of customers and patients, we invested in our manufacturing infrastructure to strengthen our capabilities:

Missouri: Leased a new facility in Fenton to increase production of essential therapies and expanded our St. Louis plant to enhance API output for addiction treatment.

Illinois: Expanded our Greenville facility with a new manufacturing suite and warehouse to support the production of directly compressible acetaminophen used in over-the-counter medications.



¹Walsh-Suyks, M.C., Tyson, J.E., Wright, L.L, et al. Persistent Pulmonary Hypertension of the Newborn in the Era Before Nitric Oxide: Practice Variation and Outcomes. Pediatrics 2000;105;14-20. doi: 10.1542/peds.105.1.14.

OUR PATIENTS

Patient Advocacy

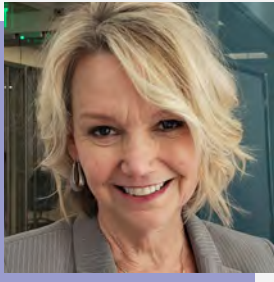
Mallinckrodt engages with advocacy groups to better understand the patient and caregiver experience. This helps us address their real needs and challenges, fostering a deeper connection with the communities we serve.

Guided by the Mallinckrodt Code of Conduct and U.S. and international policies on interactions with patients and patient advocacy groups, we strive to ensure every interaction is:

- Ethical:** Upholding the highest standards of integrity.
- Transparent:** Maintaining openness and honesty in all communications.
- Non-promotional:** Fostering relationships that are not tied to the promotion of Mallinckrodt products.
- Independent:** Respecting the autonomy of patient and organizational perspectives.
- Compliant:** Adhering to Mallinckrodt’s policies, industry standards and applicable regulations.

Mallinckrodt Advocacy Advisory Council

Established in 2019, the Mallinckrodt Advocacy Advisory Council¹ has strengthened our collaboration with the patient and caregiver advocacy community. Composed of leaders from organizations such as the Foundation for Sarcoidosis Research, Prevent Blindness, the National Minority Quality Forum and the Lupus Foundation of America, the Council convenes three times a year to discuss emerging healthcare issues, explore challenges faced by patients and caregivers, and identify actionable solutions to improve health outcomes.



We are deeply grateful for the insights of our Council members. Their continued support and collaboration are instrumental in advancing our shared mission to better serve patients and their communities."

Catherine Jackson
Senior Director, Patient Engagement and Advocacy



¹In 2025, the name was updated to better reflect the group's purpose and structure.

Advancing Advocacy Through Collaboration

In 2024, Mallinckrodt proudly championed patient advocacy, education and healthcare access. We elevated the patient voice internally through impactful storytelling and externally through strategic collaborations.

Throughout the year, patient ambassadors shared moving personal experiences of living with rare diseases, such as polymyositis, lupus and sarcoidosis. These stories—shared during employee town halls and special events—not only inspired our teams but also strengthened our commitment to making a meaningful impact in the lives of patients and their families.

Highlights from the year:

Rare Disease Day 2024: Employees joined the #ShowYourStripes campaign to raise awareness and spark conversations about rare diseases.

Inflammatory Eye Disease Week: Hosted a panel with Prevent Blindness CEO Jeff Todd, Dr. Peter Chang and a patient ambassador. We also sponsored educational resources to promote understanding of conditions like uveitis and thyroid eye disease.

National Family Caregivers Month: We presented “The Caregiver’s Journey: Navigating Work and Well-being,” a powerful panel featuring Mallinckrodt colleagues who shared their personal caregiving experiences, alongside Jason Resendez, President and CEO of the National Alliance for Caregiving.

Rare Views Series: Expanded our video series sharing patient advocacy perspectives and lived experiences. Learn more [here](#).

Additionally, we engaged with advocacy organizations to expand their reach and improve patient outcomes:

- **FSR-GSCA Training:** Sponsored the Foundation for Sarcoidosis Research-Global Sarcoidosis Clinic Alliance’s (FSR-GSCA) inaugural in-person training at the Cleveland Clinic. Volunteer Patient Leaders gained hands-on experience, mentorship and tools to advocate for sarcoidosis patients.
- **NephCure Patient Events:** Supported the Patient Summit and “From Awareness to Action” conference, advancing education and access for Rare Kidney Disease patients through expert-led discussions on treatment and disparities.
- **Lupus Foundation Ambassador Program:** Supported nationwide volunteer efforts to raise lupus awareness, promote clinical trial participation and reduce diagnosis delays. We also sponsored the Circle of Excellence Award to honor outstanding Ambassadors.



Mallinckrodt employees recognizing Rare Disease Day

OUR PEOPLE

People & Culture

Our culture is the heartbeat of our organization, fueling our passion to innovate, support one another, and make a meaningful impact in the world. Guided by our core values of patient-centricity, innovation, integrity and collaboration, we work together to develop solutions for the patients and customers we serve.

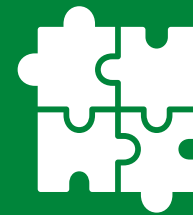
Culture is more than just words—it's the foundation of how we work, grow and live our values each day. It fosters connection, collaboration and a shared purpose—creating an environment where people feel empowered to be themselves, reach their full potential, and contribute to a shared vision.

We invest in our employees by providing competitive compensation and benefits, opportunities for growth, and a safe, healthy work environment. Guided by [Mallinckrodt's Code of Conduct](#) and supported by policies and programs, we work to ensure all employees have access to the resources and opportunities they need to succeed.

Talent Acquisition

Our talent acquisition strategy is built on fairness, transparency and equal opportunity. We prioritize a merit-based approach, focusing on qualifications, experience and role fit to ensure the best candidates are selected. Job openings are widely promoted across various platforms to attract a wide range of talent, allowing individuals from all backgrounds the opportunity to apply and bring their expertise to our team.

Mallinckrodt provides equal employment opportunities to all employees and applicants, regardless of race, color, religion, gender, sexual orientation, gender identity, national origin, age, disability, veteran status or genetics. Our policy is to comply with all applicable nondiscrimination laws, fostering fairness in all aspects of employment, from recruitment and hiring to promotions, compensation and training. In addition, we maintain a zero-tolerance policy for discrimination, harassment or retaliation, creating a respectful workplace. We also uphold human rights, prohibiting human trafficking, child labor and slavery. All employees complete mandatory anti-harassment training, with enhanced training provided to managers and supervisors.



Culture of Collaboration

Everyone deserves to feel respected and valued. We embrace different perspectives and encourage each person to bring their full, authentic selves to work. This creates an environment of teamwork and open communication, where everyone has the opportunity to thrive.



Culture of Learning

Curiosity fuels progress. We encourage continuous growth through mentorship, hands-on experience, and opportunities that challenge us to think bigger. Whether through formal development programs or everyday collaboration, we foster a culture where learning is a lifelong journey.



Culture of Integrity

Doing the right thing is at the core of who we are. We act with honesty, hold ourselves accountable, and approach our work with transparency. Trust is built through our actions, and we take that responsibility seriously in every decision we make.



Culture of Giving

We believe in making an impact both inside and outside our company. Through community giving, matching gift and volunteer time-off programs, we actively support causes that matter. Giving back is not just something we do; it is part of who we are.

Building Future Talent: 2024 Summer Internship Program

Prioritizing future leaders is essential for building a strong talent pipeline that drives innovation and growth. By investing in emerging talent early, we equip them with the skills to navigate challenges and contribute to Mallinckrodt's success. Our summer internship program plays a vital role in developing the next generation of leaders.

In 2024, our internship program doubled to 49 interns and expanded internationally. Interns worked on impactful projects, applying academic knowledge to real-world scenarios while developing critical skills. Networking, mentorship and interactions helped them form professional relationships. We hosted mentoring events where interns had the opportunity to meet and engage with leaders and peers from different functional areas. Additionally, each site sponsored a volunteer day, further strengthening bonds while contributing to the local community.

[Click here](#) to hear directly from our interns about their experience working at Mallinckrodt.



Mallinckrodt interns



Mallinckrodt interns



Mallinckrodt interns

CASE STUDY

Connecting Education and Industry: Show-Me Careers Visits Mallinckrodt

In June 2024, Mallinckrodt's St. Louis plant proudly hosted approximately 50 St. Louis-area educators participating in the Missouri Chamber of Commerce's Show-Me Careers program. This professional development initiative provides teachers, counselors and administrators with hands-on learning experiences inside businesses, equipping them with insights to better prepare students for today's workforce.

Mallinckrodt contributed to the program's Advanced Manufacturing segment by showcasing the vital role of its Specialty Generics manufacturing footprint. As the largest API production site in the U.S., the St. Louis plant serves as a cornerstone of our operations. Educators toured quality labs, manufacturing suites and the API Development and Support lab, engaging directly with employees to understand the expertise and teamwork essential to our processes.

The visit concluded with a panel discussion featuring Mallinckrodt leaders from human resources, quality, operations and engineering. Panelists shared their career journeys, educational backgrounds, and insights on the technical and soft skills they value in prospective candidates.



Our goal is to create meaningful connections between education and industry. By showcasing our operations and engaging directly with educators, we hope to provide valuable insights that help shape curriculum and prepare students for future career opportunities."

Sean Grove

Director, Government Affairs and Advocacy



Career panel at Mallinckrodt's plant in St. Louis, Missouri

Learning and Development

At Mallinckrodt, we foster a culture of continuous learning and career growth. Through our talent review and performance management processes, we align employee aspirations with business needs, supporting professional development and succession planning. Our tools and programs, including LinkedIn Learning and mentorship, equip employees to grow and take on new challenges.

Talent Planning

We identify key roles and build a succession pipeline by assessing high-potential talent and creating targeted development plans. To support internal mobility, employees can explore and apply for roles through Workday’s Jobs Hub, setting alerts for opportunities that match their interests.

Performance Management

Our performance approach promotes a high-performance culture through open communication and continuous improvement. Key components include:

- **Continuous Feedback:** Regular check-ins ensure timely, relevant guidance.
- **Annual Reviews:** Comprehensive evaluations focused on achievements and growth areas.
- **Development Goals:** Personalized plans aligned with career aspirations.

Professional Development

Mallinckrodt supports professional growth through flexible, personalized development pathways. Career Compass, our central hub, offers resources to help employees reach their goals, including:

- **Formal Learning:** Over 10,000 LinkedIn Learning courses and other self-paced resources are available. In 2024, nearly 1,000 employees completed 22,000+ videos, totaling 1,300 hours.
- **Guided Learning:** Mentorship, peer learning, and participation in business resource groups and professional associations.
- **On-the-Job Learning:** Hands-on experiences, like job rotations, stretch assignments and project leadership.
- **Tuition Reimbursement:** Up to \$7,500 annually for approved courses from accredited institutions.
- **Leadership Development:** Programs that strengthen strategic, functional and interpersonal skills—featuring expert-led seminars through the Institute for Management Studies and the four-month Management for Peak Performance program.



New in 2024: Skill Pathways

Launched in 2024, Skill Pathways is a webinar series supporting personal and professional growth. These one-hour, interactive sessions cover a range of topics, from business writing to workplace culture, and are open to all employees.



Employee Engagement

We prioritize open communication, empowering employees to share their thoughts and ask questions. Employees can provide feedback through town hall meetings, one-on-one sessions, focus groups and surveys. Leadership engagement through site visits and networking events also helps us connect with employees directly. This input shapes our strategies for attracting, developing and retaining top talent.

Engagement Survey

In 2024, we conducted an employee engagement survey to gain valuable feedback, with 84% of employees participating. Compared to the previous year, 91% of the questions received higher scores—reflecting meaningful progress in building a more engaged and supportive workplace.

Recognition

Our global recognition program, iMpact, is essential in promoting a culture of gratitude and teamwork. By enabling peer-to-peer recognition, it strengthens our core values and enriches our workplace. Through thank-you notes, milestone celebrations, and monetary awards for exceptional performance, employees can show appreciation and celebrate each other's contributions. In 2024, we expanded the program with two appreciation challenges to encourage more peer-to-peer recognition.

Business Resource Groups

Mallinckrodt supports seven employee-led Business Resource Groups (BRGs), open to all employees and sponsored by members of our Executive Committee. These groups offer a platform for employees to connect, share experiences and contribute to initiatives that promote collaboration across functions and sites and help to enhance our unique culture.

In 2024, the BRGs organized a variety of initiatives to support and engage employees. Through heritage celebrations, book clubs, educational events and volunteer efforts, they created opportunities for connection and learning.



Mallinckrodt employees in Dublin, Ireland



Mallinckrodt employees celebrating Breast Cancer Awareness



Mallinckrodt CEO, Siggí Ólafsson, with employees at Hobart Safety Fair

Benefits and Wellness

Mallinckrodt is proud to provide comprehensive and competitive Total Rewards to meet the needs of our employees. We thoughtfully design benefit and compensation programs to be fair and equitable, helping employees thrive in every aspect of their lives. Our benefits and offerings are structured around four key pillars: emotional, physical, financial and social well-being.

In 2024, we continued to invest in our existing programs but also enhanced our offerings. We introduced additional health and wellness benefits for employees and their families, a student debt retirement match program, more bereavement leave options, differential pay for military training, and one day of paid time off for clinical trial participation.

Mallinckrodt provides a variety of advocacy support resources for employees and their families, addressing both medical and behavioral health needs. Additionally, we leverage our Well-being Solutions 360 platform and Emotional Well-being Solutions and Employee Assistance Program to promote healthy lifestyles and education.



“These initiatives create a health-focused workplace that empowers employees to thrive both personally and professionally. By prioritizing well-being, we are reinforcing an environment where everyone has the opportunity to succeed and live their best life.”

Catherine Beisel
Senior Director, Total Rewards

Employee Well-being in Action

In 2024, Mallinckrodt emphasized employee health and wellness through various initiatives. We recognized well-being-related educational and awareness initiatives, including Rare Disease Day, Mental Health Awareness Month and Breast Cancer Awareness Month. Employees also participated in community events, including the St. Louis Biz Dash 5K, the Marathon for a Better Life at the State University of New York at Cobleskill and the London Landmarks Half Marathon. At our Dublin site, we introduced designated pregnancy parking and launched monthly Wellness Walks, led by site leadership, to promote well-being and connection.

In recognition of our efforts, Mallinckrodt was named one of the Top 100 Companies in Ireland’s Wellbeing Index and earned a Runner-Up designation in the Mental Health category. We were also re-accredited with the prestigious KeepWell Mark™ 2023-2025 designation.



OUR PEOPLE

Health & Safety

At Mallinckrodt, we believe in safeguarding the health and safety of our employees, contractors, stakeholders and the communities we serve. This commitment is embedded in our global Environmental, Health and Safety (EHS) policy and program, which applies across all operations and is reflected in every aspect of our work.

Key Elements of Our Safety Culture



EHS Program

Our Enterprise EHS Program provides a structured framework to identify, assess and manage risks while integrating industry best practices, regulatory standards and continuous improvement to maintain high environmental and safety performance.



Safety Policies and Procedures

We maintain rigorous health and safety policies designed to prevent accidents and mitigate hazards. These policies are regularly updated to align with evolving industry standards and regulations.



Training and Education

Comprehensive training programs equip employees and contractors with the skills and knowledge to identify and manage risks effectively, including emergency response, ergonomics, chemical safety, PPE usage and more.



Health and Wellness

We prioritize our employees' health and well-being through wellness initiatives, healthcare services and mental health support via our Employee Assistance Program.

Operational Safety and Risk Management

Employee health and safety begins with ensuring that equipment and processes are designed and maintained with safety at the forefront. Our manufacturing sites are equipped with advanced safety systems, and we conduct regular inspections, audits and risk assessments to uphold rigorous safety standards and identify opportunities for continuous improvement.

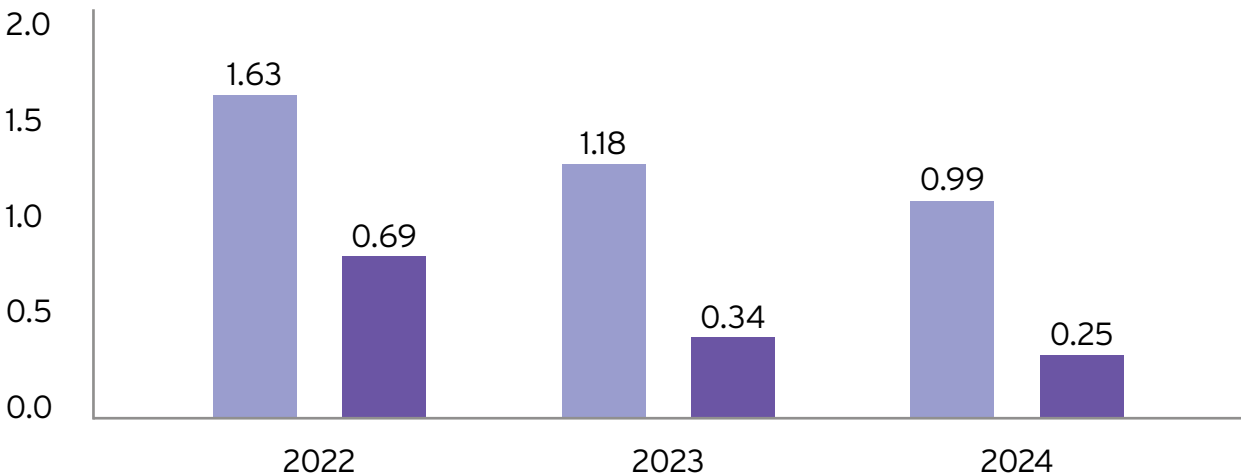
We also prioritize transparent communication and accountability. Open channels are maintained for reporting EHS incidents. Each report is promptly investigated, and corrective actions are implemented to prevent recurrence and strengthen our overall safety culture.

2024 Health and Safety Metrics

The year-over-year decline of recordable injury and lost time incident rates demonstrates our focus on monitoring and assessing risks, tracking both leading and lagging indicators, enhancing employee awareness and proactive behaviors, and continuously improving safety work practices. These indicators are based on Occupational Safety and Health Administration definitions, available on its [website](#).

Total Recordable Injury and Lost Time Incident Rates Trend 2022-2024

- Total Recordable Injury Rate (per 100 employees)
- Lost Time Incident Rate (per 100 employees)



2024 Employee Safety

	Specialty Brands	Specialty Generics	Total¹
Total Recordable Injury Rate (per 100 employees)	0.23	1.63	0.99
Number of Recordable Injuries	3	25	28
Lost Time Incident Rate (per 100 employees)	0.00	0.46	0.25
Number of Lost Time Injuries	0	7	7
Total Number of Hours Worked	2,564,614	3,067,330	5,631,945



Operators at Mallinckrodt's site in Port Allen, Louisiana

¹Some totals may not equal 100% due to rounding.

Safety in Action: People, Processes, Progress

In 2024, Mallinckrodt maintained strong health and safety standards across its global operations, with no critical findings—driven by ongoing training, rigorous systems and effective risk management.

Within the Specialty Brands division, safety awareness remained a top priority. Sites enhanced their programs by promoting proactive reporting of both hazards and positive behaviors, achieving 200% of the EHS observation goal. Annual safety events were held across all manufacturing locations, reinforcing a culture of shared responsibility and daily vigilance. In Japan, the Kobe and Sanda facilities led more than 70 EHS activities throughout the year and reported zero incidents—demonstrating how daily engagement and localized initiatives can drive meaningful results.

Ergonomic awareness also expanded across functions. All Specialty Brands Quality and Operations staff participated in ergonomic and visual display assessments to improve workstation setup and reduce strain. At the Port Allen, Louisiana, site, employees completed ergonomic self-assessments that were reviewed using AI and expert input to help reduce high-risk tasks.

The Specialty Generics division also advanced its safety performance through targeted risk assessments and employee training. At the Greenville, Illinois, plant, a cross-functional team conducted a comprehensive dust-handling assessment for a new building, implementing measures to ensure good air quality. The team also applied process engineering calculations to confirm proper pressure relief for all necessary equipment, evaluated electrical hazards, established hazardous area classifications, and verified that all electrical devices met applicable standards.

To further enhance personal safety awareness, the Hobart, New York, plant piloted the SafeStart program—an initiative focused on human factors and frontline training, supported by skills coaching for supervisors. Following its successful launch, Mallinckrodt plans to expand SafeStart to additional sites in 2025.



OUR WORLD

Community Outreach

Mallinckrodt's social impact strategy is centered on improving patient health, building stronger communities and empowering our employees to support the causes they are passionate about. We support nonprofit organizations with grants and charitable donations and encourage our employees to make a difference through volunteerism and giving programs.

Corporate Charitable Giving

We collaborate with nonprofit organizations that align with our mission to address unmet needs with innovative solutions. Our patient-centric charitable contributions fund programs that benefit public health and advance medical care within our therapeutic areas of focus. We also invest in community-based programs in focus areas, such as education, health and wellness, and environmental sustainability.

In 2024, we supported a variety of patient advocacy organizations, such as NephCure and the American Liver Foundation, as well as STEM-focused organizations, like Students 2 Science and SciFest. These are just a few examples of how we work to make a difference in the communities we serve.

Employee Giving Program

We view our employees as the heart of our corporate citizenship and provide opportunities for them to pursue their passions and make an impact. Mallinckrodt matches U.S. employee donations to eligible nonprofits, up to \$2,500 annually, with additional matching during times of disaster or crisis. Eligible employees also receive eight hours of paid volunteer time each year, plus extra hours during our Global Month of Service in October.

Additionally, we honor employees who make a difference in their communities through the Community Hero Award, recognizing those whose volunteerism and service inspire others. Employees are encouraged to nominate colleagues who embody these values and create lasting impact beyond the workplace.



Hands-on STEM learning with Mallinckrodt volunteers

Global Month of Service

In 2024, we marked our seventh-annual Global Month of Service, uniting employees worldwide to support local organizations and causes. Through hundreds of hours of volunteer work, our teams have made a meaningful impact in environmental conservation, education and community health. From Habitat for Humanity builds to STEM experiments with students and activities with seniors, our teams rolled up their sleeves to give back.

We packed disaster relief supplies, organized donations, cleaned up litter and prepared 300 turkey pot pies for families in need. Employees also built bikes for kids, coordinated coat drives, assembled wellness packs for homeless veterans, and created heartfelt cards for soldiers and children with cancer. This impact was made possible by the dedication of employees who generously gave their time and energy, reflecting Mallinckrodt's culture and values.



Mallinckrodt volunteers support Missouri Stream Team cleanup



Mallinckrodt volunteers at Marygrove Children's Home



Mallinckrodt volunteers at the Greater Baton Rouge Food Bank



Mallinckrodt volunteers at Eden Food for Change

CASE STUDY

Mallinckrodt Champions STEM Talent at SciFest 2024

In 2024, Mallinckrodt proudly sponsored the inaugural Mallinckrodt STEM Excellence Award at SciFest, Ireland's largest STEM fair for second-level students. This initiative reflects Mallinckrodt's support for science education and its commitment to fostering the next generation of innovators.

The award recognized outstanding student research among finalists from 16 regional fairs. Orlaith Connors of Gort Community School in Galway was named the first national award recipient for her project, "Mites be Gone! An Investigation of Irish Honeybees and Their Natural Control Mechanism of the Parasitic Varroa Mite."

Brian McCormack, Systems Engineering Manager, presented the award and invited Orlaith and her mother to visit Mallinckrodt's facility in Dublin for a behind-the-scenes look at our operations. In January 2025, they toured the site, enjoying demonstrations of our pharmaceutical quality programs and the innovative products being developed in the Global Device Engineering department. The experience offered Orlaith a real-world perspective on careers in science and further fueled her interest in pursuing a future in the field.



It was an honor to judge the competition and meet such talented students. Their passion and innovation for STEM is inspiring, and I'm proud to be part of a company that supports young talent in these fields."

Brian McCormack
Systems Engineering Manager

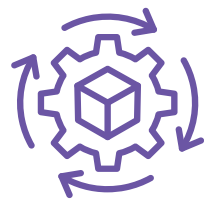


Mallinckrodt's Brian McCormack presents award to Orlaith Connors

Responsible Supply Chain

Mallinckrodt is dedicated to responsible and sustainable procurement, working with suppliers who share our values and uphold the highest ethical and operational standards.

Our Comprehensive Management Approach



Supplier Code of Conduct

Our [Supplier Code of Conduct](#) sets clear expectations for ethical practices, sustainability and human rights, including the prohibition of child labor, human trafficking and discrimination. We proactively monitor our vendors and suppliers using the Dun & Bradstreet (D&B) Risk Analytics tool, which evaluates supplier performance across ESG activities, such as financial stability, government compliance and cybersecurity. If violations are suspected, we conduct additional investigations to address concerns and seek appropriate corrective actions.



Pharmaceutical Supply Chain Initiative (PSCI)

As a long-standing member, we uphold PSCI principles to promote responsible practices in human rights, ethics, labor, health and safety, and environmental stewardship.



Ethical Sourcing and Conflict Minerals

We comply with U.S. SEC Conflict Minerals rules by mapping our supply chain, assessing risks and implementing mitigation measures as outlined in our [Conflict Minerals Policy](#) and annual report.



Human Rights and Supply Chain Security

We work to prevent human rights violations and ensure compliance with U.S. and international disclosures, as outlined in the Human Rights section of this report. We also participate in the Customs-Trade Partnership Against Terrorism program, conducting annual validations and risk assessments of non-U.S. suppliers to protect against terrorism, human smuggling, forced labor and drug trafficking. Our statement of support can be found [here](#).



Third-Party Due Diligence

As part of our Anti-Bribery and Anti-Corruption program, described in the Business Ethics section, we conduct risk-based vetting and monitoring of third parties—including suppliers, customers and intermediaries—to maintain ethical and transparent relationships. This process involves database and media searches, as well as enhanced due diligence reports, to identify potential legal, financial, reputational or compliance risks. Based on risk ratings, we may require additional information or reports to further assess potential risks, such as labor and human rights, workplace health and safety, environmental issues, or criminal activity.



Respect for Human Rights

We are committed to upholding and promoting the principles of human rights as outlined in international declarations and conventions. Dignity and respect are integral to our operations and supply chain practices, and we strive to adhere to all applicable human rights laws and regulations. Our [Position on Human Rights](#) serves as a guiding framework, embedding these principles into our policies, practices and supply chain management.

Labor Rights, Fair Working Conditions and Human Trafficking

We promote fair labor practices, ensuring safe working conditions, freedom of association, and the prohibition of forced or child labor. We require suppliers to comply with these standards, regularly assessing their practices to uphold human dignity and respect. Mallinckrodt strictly prohibits sourcing from suppliers engaged in forced labor, human trafficking or unsafe work environments.

Our [Supplier Code of Conduct](#) sets clear expectations for suppliers and others with whom we do business to maintain ethical, fair and safe workplaces free from human rights abuses.

We respect and support our employees' rights to organize, join associations and engage in collective bargaining if they choose. Our approach fosters collaborative engagement with employee representatives, aiming to reach agreements that benefit both our employees and our business operations. At year-end 2024, approximately 12% of our U.S. workforce was covered by collective bargaining agreements.

We adhere to and comply with the policies and disclosures available at the following links:

- [California Transparency in Supply Chains Act Disclosures](#)
- [Conflict Minerals Policy](#)
- [UK Modern Slavery Act Disclosure](#)

Due Diligence and Risk Management

Our human rights due diligence process includes risk assessments of suppliers and vendors, especially in high-risk regions, and implementing corrective actions to address violations. We perform screenings for human rights issues, such as human trafficking, crimes against children, involvement in armed conflicts and forced labor, including checks against Interpol's databases and the Uyghur Forced Labor Prevention Act Entity List.

Disclosure Mechanisms

Our "Speak Up" culture encourages employees and external stakeholders to voice concerns or report suspected violations confidentially or anonymously through our 24/7 [Integrity Hotline](#). All reports are promptly and thoroughly investigated, with corrective or disciplinary actions taken as needed to address issues and prevent recurrence. This approach reinforces our commitment to maintaining legal and ethical standards.

We uphold a strict non-retaliation policy to protect those who report concerns in good faith. Clear procedures for reporting, investigation, and resolution are outlined in our Disclosure Program and Integrity Hotline Policy, as well as in our standard operating procedures (SOPs), promoting transparency and accountability at every step.

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Corporate Governance

At Mallinckrodt, we prioritize governance that is built on a foundation of transparency, accountability and ethical leadership. Our approach to corporate governance goes beyond compliance—it is about fostering a culture that drives responsible decision-making and aligns with the best interests of our stakeholders. We prioritize assembling and retaining a Board of Directors and Executive Team who possess deep expertise, personal integrity and a balanced range of perspectives.

2024 saw the addition of four new Board directors, including the return of Paul Bisaro as Board Chairman, reinforcing our leadership. These appointments bring a wealth of expertise across pharmaceuticals, healthcare, finance and operations, further enhancing our Board’s capabilities. Our Board currently consists of seven directors, including four newly appointed members and two incumbent directors who joined in late 2023. The seventh position is held by our CEO.

Our Board has adopted [Corporate Governance Guidelines](#) aligned with Mallinckrodt’s Memorandum and Articles of Association, legal and compliance requirements, and best practices in governance. These guidelines address various aspects, including Board composition, selection, independence, compensation and the management of potential conflicts of interest.

The Board has established the following committees to assist in its responsibilities: Audit, Governance and Compliance; Human Resources and Compensation; and Transaction Review. Except for the Transaction Review Committee, all committees are composed entirely of non-management directors. All members have the necessary qualifications as required by applicable regulations and as determined by the Board to be in the best interest of the Company. For further details about our Board and governance practices, please refer to our [2025 Proxy Statement](#) or visit our [website](#).

Performance Risk Management (PRM)

Mallinckrodt’s Board of Directors oversees an enterprise risk management framework focused on mitigating risks to achieving organizational goals, improving long-term performance and enhancing shareholder value.

The PRM Program is aligned with Mallinckrodt’s performance goals and informed by leading practices for risk management, including frameworks established by COSO ([Committee of Sponsoring Organizations of the Treadway Commission](#)) and ISO 31000 (Risk Management) standards.

Governance and Oversight

- **Board of Directors:** Approves the annual performance goals and exercises oversight of the PRM Program.
- **PRM Leadership:¹** Provides oversight, guidance and feedback on the vision and execution of the PRM Program. They are responsible for monitoring new and emerging risks to ensure proactive risk management.
- **Risk and Business Owners:** Inform the content of the annual risk assessment and participate in the PRM workshop. They monitor risks and execute mitigation strategies with a quarterly reporting cadence.

Annual Risk Assessment

The annual risk assessment is a key activity of the PRM Program. It involves a global survey of risk activities across PRM, Compliance and Internal Audit, using uniform scoring for likelihood, impact and control. This survey gathers input from across the organization to identify and prioritize risks across strategic, financial, operational and regulatory compliance categories that could impact performance. Insights from this assessment guide the prioritization of material risks, enabling collaboration with business risk owners and stakeholders to implement effective mitigation strategies.



¹PRM Leadership includes all of Mallinckrodt’s Executive Committee and Internal Audit.

Integrity & Compliance

At Mallinckrodt, integrity and compliance are foundational to everything we do. We are dedicated to maintaining the highest ethical standards across our organization, ensuring that trust with our stakeholders is earned and upheld at every level.

Integrity & Compliance is an independent function at Mallinckrodt. The Chief Compliance Officer is responsible for overseeing the administration and implementation of the Integrity & Compliance Program, with the authority to drive change within the organization as needed and exercise independent judgment. Reporting directly to the Chief Executive Officer, the Chief Compliance Officer acts under the oversight of the Governance and Compliance Committee of the Board of Directors.

As a component of our governance structure, Mallinckrodt also has a Management Compliance Committee that helps oversee the program's effectiveness, including compliance with healthcare laws, company policies, and the requirements of our Corporate Integrity Agreement and Operating Injunction. More information can be found on our [website](#).

Patients First, Integrity Always, the Mallinckrodt Code of Conduct

The principles in Mallinckrodt's Code of Conduct define clear expectations for anyone conducting business on behalf of the Company. They guide how we interact with colleagues, customers, vendors and patients, ensuring professionalism and ethical behavior in every interaction. Upholding integrity and compliance is a shared responsibility, with all employees and leaders expected to exemplify the values outlined in the Code. For transparency, the Code of Conduct is available to the public on our [website](#).

Employees are required to complete mandatory training on the Code of Conduct, along with other compliance and integrity topics tailored to their roles and responsibilities. This training helps our employees to be well-equipped to uphold the highest standards of ethical behavior and compliance. In 2024, we achieved 100% participation in Code of Conduct training for all active employees.

Integrity Hotline

We promote a culture where employees feel empowered to report concerns about potential legal or policy violations. Through our [Integrity Hotline](#), individuals can raise issues confidentially and, where permitted by law, anonymously. We take all reports seriously, ensuring thorough investigations and, when necessary, corrective or disciplinary actions to prevent future incidents. Our non-retaliation policy protects employees who report in good faith, so that they can do so without fear of reprisal. This reinforces our dedication to maintaining an ethical workplace where integrity is ingrained in everything we do.

Integrity Survey

In 2024, we conducted our second global Integrity Survey, providing employees with a confidential platform to share open and honest feedback on our cultural value of Integrity. Our overall Integrity score rose to 77, marking a one-point increase from 2023 and exceeding the global benchmark by two points, based on Glint's database of 600+ clients.¹ This reflects confidence that integrity is upheld at Mallinckrodt.

Survey feedback highlighted that leaders and managers set a strong example of integrity, and employees feel comfortable speaking up with questions or concerns. While we have made progress, there is still room for improvement. We will continue enhancing transparency in our internal investigation process, including expanding the "Tales from the Hotline" initiative, which shares anonymized reports from actual hotline submissions, investigations and outcomes. By reinforcing these positive behaviors and addressing areas for growth, we are committed to further embedding integrity into our culture.



Launch of Compliance Chatbot Izzy

In 2024, we introduced Izzy, an AI chatbot, to the U.S. Specialty Brands organization to support our Integrity & Compliance program. Izzy provides real-time answers to employees on compliance-related questions, making policies, procedures, and compliance inquiries and responses more accessible. Employees can "Ask Izzy" compliance-related questions via Microsoft Teams and receive instant, contextual responses with policy citations. As the model learns through new policies, procedures and engagement, we regularly assess and validate Izzy's responses for accuracy and reliability.



Integrity Always

EVERYONE, EVERY DAY, EVERY WAY

¹Glint is a leading survey provider specializing in employee engagement, offering benchmarks from its global database.

CASE STUDY

Corporate Compliance and Ethics Week—Upholding Integrity in All That We Do

Corporate Compliance and Ethics Week 2024 highlighted the importance of integrity in all aspects of our work. Through themes of Awareness, Recognition and Reinforcement, the week's activities engaged employees and emphasized the critical role integrity plays in protecting our organization and building trust with stakeholders.

Awareness: Fostering Ethical Decision-Making

We kicked off the week with a keynote titled “Decisions with Integrity: Beyond Data, Driven by Values,” emphasizing the importance of aligning decisions with our core values.

Recognition: Honoring Exemplary Conduct

To celebrate colleagues who demonstrate exceptional integrity, we introduced the Integrity Icon Awards, inviting employees to nominate peers who exemplify ethical conduct in their work.

Reinforcement: Strengthening Our Ethical Foundation

Throughout the week, we shared daily Integrity Tips and launched new Integrity Spotlight Videos and Tales from the Hotline. These resources provided practical insights and real-life examples of integrity in action.



This event highlighted that compliance is a shared responsibility and reinforced our commitment to high ethical standards. It was inspiring to see our colleagues participate with such enthusiasm.”

Rachel Batykefer

Vice President, Corporate Compliance



Members of Mallinckrodt's Integrity & Compliance team

Business Ethics

Anti-Bribery and Anti-Corruption (ABAC)

Mallinckrodt’s Integrity & Compliance program is designed to detect and combat bribery and corruption. We proactively refine our ABAC policies, procedures and practices to meet evolving regulatory standards and industry best practices, ensuring ethical conduct in all our operations. Through continuous monitoring and regular reviews, we evaluate the effectiveness of our efforts, integrating lessons learned and staying ahead of emerging trends.

Our Comprehensive Approach



Zero-Tolerance ABAC Policy

We enforce a zero-tolerance Global ABAC policy against bribery and corruption, applicable to all employees, contractors, suppliers and associated businesses. Our Global Conflict of Interest and Global Giving and Receiving of Gifts and Anything of Value policies further reinforce our commitment to ethical conduct.



Employee Training

To strengthen awareness and compliance, we provide ABAC training for employees, emphasizing risk identification, adherence to policies and proper reporting procedures.



Supplier and Other Third-Party Business Engagement

We require all suppliers and third parties with whom we do business to uphold ethical business practices and comply with ABAC laws. These expectations are explicitly integrated into our contracts and agreements.



Compliance with Laws and Regulations

We comply with all relevant ABAC laws, including the U.S. Foreign Corrupt Practices Act (FCPA), the UK Bribery Act and local regulations where we operate.



Risk Assessment and Due Diligence

We proactively assess and mitigate bribery and corruption risks throughout our operations and supply chain. Due diligence is conducted on suppliers and business partners to ensure alignment with our ethical standards. We leverage advanced tools, such as D&B’s AI-driven ESG analytics tool, to help us detect and mitigate risks effectively.



Reporting and Investigation

Our 24/7 [Integrity Hotline](#) and other confidential reporting channels empower employees and stakeholders to report suspected bribery or corruption, including anonymous submissions where permitted by law. Our policies and procedures for investigation ensure impartiality, with appropriate disciplinary or corrective actions taken when necessary.

Ethical Sales and Marketing Practices

Mallinckrodt upholds the highest ethical standards in our sales and marketing practices. Our priority is to ensure healthcare professionals (HCPs) have access to the most accurate, up-to-date information to make informed decisions that benefit patients. Our Code of Conduct, along with a comprehensive set of compliance policies, guides our interactions with HCPs, healthcare organizations, patients, patient advocacy groups and other key healthcare stakeholders. All employees involved in promotional activities are required to complete rigorous compliance training to ensure these standards are consistently met.

We strictly prohibit offering incentives to HCPs that could unduly influence their prescribing or treatment choices. Our policies also prohibit the provision of entertainment or recreational activities to HCPs in any business context. Any engagement with HCPs, including consulting or speaking engagements, must meet a clear business need, with compensation that reflects fair market value.

Furthermore, we ensure that our communications are always aligned with approved product labeling, avoiding off-label promotion, and ensuring that all messaging is accurate, truthful and balanced. As part of our Integrity & Compliance program, we have implemented internal cross-functional processes to review and approve product-specific promotional materials, presentations and external communications to address the risk of misbranding, mislabeling, or making false or misleading claims about our products through our promotional efforts. In addition, we monitor business activities through our compliance monitoring program, including sales representative expenses, promotional speaker activities and a “ride along” program for compliance to observe field sales and medical representatives interacting with healthcare professionals and organizations.

We comply with international, national and local regulations, adhering to best practices set by the International Federation of Pharmaceutical Manufacturers & Associations (IFPMA) Code of Practice, the European Federation of Pharmaceutical Industries and Associations (EFPIA) Code and Pharmaceutical Research and Manufacturers of America (PhRMA) Code on Interactions with Healthcare Professionals. Our PhRMA certification is available on our [website](#).

Responsible Lobbying and Political Contributions

Mallinckrodt actively engages in the U.S. political process by supporting candidates at the federal and state levels. We advocate for policies that expand patient access to innovative therapies, promote medical innovation and a competitive marketplace, and uphold the principles of good corporate citizenship.

Our political contributions and lobbying activities comply with our [U.S. Policy on Political Contributions and Lobbying](#), as well as federal, state and local reporting requirements. Federal lobbying expenditures are publicly available at [LobbyingDisclosure.house.gov](#). We support federal and state candidates through the Mallinckrodt LLC Political Action Committee (MNKPAC) and, where permitted, use corporate funds for non-federal candidates. All contributions adhere to campaign finance laws, with MNKPAC filings accessible on the [Federal Election Commission website](#).



Ethics and Transparency in R&D

At Mallinckrodt, we uphold the highest standards of ethical conduct, safety and transparency throughout our research and development process, ensuring that all activities prioritize patient welfare, scientific integrity and regulatory compliance.

Clinical Trials

Our commitment to participant safety and trial integrity is central to every clinical study we conduct. Key principles include:

- **Regulatory Compliance:** Mallinckrodt-sponsored clinical studies adhere to relevant national and international guidelines, including the International Council for Harmonization's Good Clinical Practice and ethical standards, such as the World Medical Association Declaration of Helsinki.
- **Participant Safety:** Continuous safety monitoring is conducted throughout the trial process, with immediate reporting of any safety concerns or adverse events.
- **Informed Consent:** All participants are fully informed about their rights, the nature of the study, potential risks and benefits before consenting to participate.
- **Ethics Approval:** All research protocols are reviewed and approved by an Institutional Review Board or Ethics Committee, ensuring that research adheres to ethical standards and safeguards human participants.
- **Clinical Trial Participation:** We consider patient population demographics during site feasibility to optimize clinical outcomes through participation by a broad range of patients. We also collaborate with patient advocacy groups to address barriers and promote balance in clinical research.

- **Data Integrity and Privacy:** We maintain the reliability of study data through rigorous monitoring and, when needed, Data Monitoring Committees. We also protect personal and research data in line with privacy laws, like the Health Insurance Portability and Accountability Act (HIPAA) in the U.S. and the General Data Protection Regulation (GDPR) in Europe. Our practices ensure that participant data is securely handled, maintaining confidentiality and integrity throughout the research process.
- **Public Reporting:** We share clinical trial protocols and summaries on relevant registries, such as the [U.S. Clinical Trials Registry](#), the [EU Drug Regulating Authorities Clinical Trials Database](#) and any mandatory country-specific clinical trial registries. Additionally, we provide qualified researchers with access to clinical trial data to support scientific progress and improve patient outcomes.

Animal Welfare

We believe in the ethical treatment of animals in research, minimizing discomfort and distress through scientifically backed methods. We work with licensed and qualified service providers in furtherance of our desire to promote animal welfare.



Product Quality & Safety

Our mission is driven by an unwavering commitment to quality and safety across every stage of the product lifecycle, from research and development to in-market product monitoring. Mallinckrodt's comprehensive Quality Management System (QMS), guided by our [Quality Guiding Principles](#), is designed to ensure that every product we manufacture, test, store or distribute consistently meets the highest standards of quality, safety and efficacy.

Product Integrity and Quality Compliance

Adherence to Good Clinical, Pharmacovigilance, Laboratory and Manufacturing Practices (GxP) is fundamental to our global operations. We consistently meet rigorous regulatory requirements and maintain certifications across numerous international standards.

Our Quality team carefully evaluates and approves all suppliers to ensure raw materials meet our high standards. We also conduct regular audits of external manufacturing partners to confirm compliance with all applicable laws and regulations and our quality expectations.

To safeguard product integrity, every batch of drug product we manufacture undergoes thorough in-house testing before release, ensuring it meets both regulatory and internal quality requirements. Our internal facilities are routinely inspected by global regulatory agencies—including FDA, HPRA, BSI, Health Canada, MHRA, PMDA and ANVISA¹—with no major issues identified, reflecting our dedication to quality manufacturing.

We also prioritize transparency with our customers, hosting over 100 customer quality audits at our Specialty Generics API facilities, none of which resulted in critical findings.

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

Risk Evaluation and Mitigation Strategies

We actively participate in FDA-mandated Risk Evaluation and Mitigation Strategies (REMS) programs, including the Opioid Analgesic REMS and the Buprenorphine Transmucosal Products for Opioid Dependence REMS. These initiatives help ensure that the benefits of certain medications outweigh their potential risks.

Employee Training and Continuous Improvement

Our QMS is supported by targeted employee training that embeds safety and quality into daily operations. Capabilities are maintained through annual refresher courses, with role-specific training that includes updates to relevant procedures. Progress is tracked through electronic learning systems, and more complex roles receive additional on-the-job training.

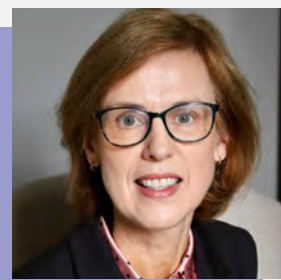
To drive continuous improvement, we regularly evaluate our QMS through management oversight, audits, risk assessments and corrective actions. These efforts help ensure our processes consistently meet or exceed regulatory standards, supporting safe and high-quality operations.



Mallinckrodt employee at Webster Groves, Missouri, site



Mallinckrodt Insights: Quality Meets Sustainability



Mary Culkin

Vice President of Global Quality Specialty Brands



Jeff Wiegers

Vice President of Quality Specialty Generics and Global EHS

How does quality management contribute to Mallinckrodt's sustainability efforts?

Patient safety is paramount and drives our quality management practices. In 2024, Mallinckrodt achieved an exemplary quality record, with zero citations by the FDA—a testament to the rigor and integrity of our processes. We regard high-quality standards as essential not only for ensuring patient safety and product reliability but also for minimizing waste, preventing recalls and optimizing resource use. These standards align with our sustainability goals, safeguarding both patients and the environment.

How did Mallinckrodt enhance product quality through continuous improvement initiatives in 2024?

In 2024, we continued to modernize key manufacturing processes to improve efficiency and reduce risk. At our site in Dublin, Ireland, we introduced the first electronic batch record. Once fully implemented, this initiative will reduce batch record size from 4,000 to 1,000 pages, helping minimize entry errors and supporting our sustainability efforts by decreasing paper use and advancing our move toward paperless operations. At our Greenville, Illinois, site, a new manufacturing expansion features fully contained charging stations, pneumatic delivery systems for material transfer, and direct packaging from the blender. This completely closed process eliminates environmental exposure and the risk for contamination.

How does technology play a role in driving quality improvements?

Technology plays a key role in Mallinckrodt's continuous improvement efforts. In 2024, the St. Louis, Missouri, plant validated and implemented rapid photo-technology for microbiology samples, reducing analysis time from seven days to just a few. This advancement enables quicker return of cleaned operating units to service and faster material release during periods of high demand.

What motivates your teams to integrate sustainability in quality management?

By embedding sustainability into our quality practices, we are shaping a future where patients can rely on safe, effective therapies without compromising environmental health. It is about making decisions that protect patients today while supporting the well-being of future generations.

Patient Safety

Patient safety is our top priority. We take a comprehensive approach to ensure the integrity and safety of our products through a global pharmacovigilance system, rigorous employee training, anti-counterfeiting measures, and responsible medication disposal.

Global Pharmacovigilance System

Our system monitors product safety throughout its lifecycle, enabling us to:

- **Detect, Analyze and Mitigate Risks:** We use advanced analytics and real-time tools to identify and address potential risks swiftly.
- **Maintain Compliance:** Regular audits and updates help us meet or exceed global regulatory standards, guided by robust policies and procedures.
- **Collaborate Globally:** We maintain open communication with regulatory agencies, healthcare providers and stakeholders to share critical safety information.

We require annual training for employees and contractors on pharmacovigilance and adverse event reporting. This ensures timely and accurate handling of safety information and supports our commitment to high safety standards.

Responsible Medication Disposal

We promote safe disposal of unused or expired medications through our membership in the [Pharmaceutical Product Stewardship Work Group \(PPSWG\)](#) and MED-Project USA. These programs help facilitate proper collection and disposal of medications and sharps in the U.S. in line with local and state regulations.

Anti-Counterfeiting Initiatives

Protecting patients from counterfeit and illegally distributed products is an important part of our safety efforts. Our approach includes:



Serialization: All drug products and devices are uniquely serialized to ensure full traceability, in line with the U.S. Drug Supply Chain Security Act. We work with licensed third-party logistics for compliant distribution.



Rapid Response: Suspected counterfeits trigger swift action, including FDA-3911 notification and alerts to healthcare providers and distributors to prevent patient exposure.



Law Enforcement Support: We assist authorities by analyzing counterfeit products, providing testimony, and supplying authentic samples or placebo drugs for investigations.

World Patient Safety Day 2024: A Global Commitment to Safety

In September, we marked World Patient Safety Day under the theme “Improving Diagnosis for Patient Safety.” A global webinar hosted by our Safety and Patient Advocacy teams explored the history of patient safety, highlighted our initiatives and offered practical ways for employees to contribute to safer care environments.



Data Privacy & Security

At Mallinckrodt, we prioritize the protection of personal and sensitive information in today's digital world. Our approach is supported by comprehensive policies and procedures—like our Global Data Protection and Privacy Policy and Enterprise Cybersecurity Policy—and reinforced through employee training. To strengthen security awareness, employees also complete annual technology training, participate in phishing simulations, and receive regular communications to promote compliance with internal policies and procedures.

Privacy Protection Measures

We comply with all relevant data protection laws and regulations, such as the General Data Protection Regulation (GDPR), California Consumer Privacy Act (CCPA) and other local legislation. Additionally, we are committed to:

- **Data Minimization:** Minimizing the collection and retention of data as necessary for our operations.
- **Transparency:** Striving for transparency in our data practices and providing notices and obtaining consent from individuals.
- **Access Controls:** Enforcing and monitoring access controls and restricting data to authorized personnel.

Security Protocols

Our information security program, overseen by our Chief Information Security Officer, aligns with the NIST cybersecurity framework. We utilize end point detection and network security tools, monitor with a 24/7 Security Operations Center, and provide awareness training for all employees. We are also dedicated to:

- **Incident Response:** Effectively managing and remediating security incidents, including notification to regulatory authorities and any affected parties as necessary. We maintain a formal incident response plan.
- **Vendor Assessments:** We assess our vendors, suppliers and other third parties so that the organizations we do business with meet our security standards and comply with relevant privacy regulations. We include contractual cybersecurity controls in agreements and conduct assessments based on risk and criticality.
- **Industry Collaboration:** Collaborating to address cyber threats within the healthcare sector, as demonstrated by our membership and participation in the Health Information Sharing and Analysis Center.

Intellectual Property Protection

We protect our intellectual property (IP) through patenting processes, trademark registrations, trade secret protections and monitoring of our IP portfolio. Confidentiality agreements help safeguard sensitive information, and we educate employees on the importance of IP protection. We are also prepared to enforce our IP rights through legal channels if necessary. These measures are designed to protect our innovations, proprietary technologies and valuable assets, such as patents, trademarks and proprietary research, by safeguarding them against unauthorized use and infringement. This allows us to maintain our competitive advantage and continue delivering innovative solutions to our patients and stakeholders.



Sustainability Data Summary



Data respectively as of December 31, 2024 (for 2024) and December 31, 2023 (for 2023), unless otherwise noted. Some totals may not equal 100% due to rounding.

Environmental

GREENHOUSE GAS (GHG) EMISSIONS (metric tons CO ₂ e)	2024	2023
Scope 1 GHG Emissions	80,934	81,956
Specialty Brands	7,451	6,648
Specialty Generics	73,483	75,308
Scope 2 GHG Emissions Location-based	68,201	73,947
Specialty Brands	10,131	11,467
Specialty Generics	58,070	62,480
Scope 2 GHG Emissions Market-based	68,794	74,163
Specialty Brands	9,287	10,781
Specialty Generics	59,507	63,382
Scope 1 + 2 GHG Emissions ¹	149,135	155,903
Outside the Scopes - Biogenic Carbon ²	8,305	7,096
Specialty Brands	0	0
Specialty Generics	8,305	7,096
Scope 3 GHG Emissions - Category 1 ³	178,886	N/A
Specialty Brands	59,172	N/A
Specialty Generics	119,714	N/A

¹Calculated based on Scope 2 location-based.

²Landfill gas usage at the Raleigh site was reclassified in 2024 outside the Scopes, to better align with the GHG Protocol.

³Scope 3 Categories 1-4 were introduced in 2024. Categories 1,2, and 4 are calculated based on the spend-based method.

Environmental (Cont.)

GREENHOUSE GAS (GHG) EMISSIONS (metric tons CO ₂ e) (Cont.)	2024	2023
Scope 3 GHG Emissions - Category 2 ³	12,136	N/A
Specialty Brands	1,467	N/A
Specialty Generics	10,669	N/A
Scope 3 GHG Emissions - Category 3 ³	24,697	N/A
Specialty Brands	2,992	N/A
Specialty Generics	21,705	N/A
Scope 3 GHG Emissions - Category 4 ³	22,438	N/A
Specialty Brands	6,874	N/A
Specialty Generics	15,563	N/A
ENERGY (MWh)	2024	2023
Gas and Fuel Consumption	465,891	464,861
Specialty Brands	33,660	30,366
Specialty Generics	432,231	434,495
Electricity Consumption	147,985	147,748
Specialty Brands	19,650	20,417
Specialty Generics	128,336	127,331
Renewable Energy (%) ⁴	8%	N/A
Specialty Brands	6%	N/A
Specialty Generics	8%	N/A

³Scope 3 Categories 1-4 were introduced in 2024. Categories 1,2, and 4 are calculated based on the spend-based method.

⁴% Renewable Energy was introduced in 2024.

Environmental (Cont.)

WATER (cubic meters)	2024	2023
Water Withdrawal ⁵	1,117,981	1,232,748
Specialty Brands	58,039	73,184
Specialty Generics	1,059,943	1,159,564
Water Discharge ⁵	739,056	785,124
Specialty Brands	43,406	53,007
Specialty Generics	695,650	732,118
Water Consumption ⁶	378,925	447,624
Specialty Brands	14,632	20,177
Specialty Generics	364,293	427,446
WASTE (metric tons)	2024	2023
Hazardous Waste ⁷	5,707	5,945
Specialty Brands	61	68
Specialty Generics	5,646	5,877
Hazardous Waste Recycled, Reclaimed or Thermally Recovered (%) ⁸	88%	85%
Specialty Brands	39%	25%
Specialty Generics	89%	86%
Non-Hazardous Waste ⁷	4,772	4,847
Specialty Brands	245	267
Specialty Generics	4,528	4,580

⁵Includes limited estimations, where water withdrawal or discharge volumes may not be available from invoices or meters.

⁶Water Consumption = (Water Withdrawal - Water Discharge).

⁷Includes limited estimations, where waste weights may not be available.

⁸Percentage based on quantity of waste recycled, reclaimed (on- or off-site) or incinerated with thermal recovery, divided by the total waste generated.

Environmental (Cont.)

WASTE (metric tons) (Cont.)	2024	2023
Non-Hazardous Waste Recycled, Reclaimed or Thermally Recovered (%) ⁸	35%	39%
Specialty Brands	29%	22%
Specialty Generics	36%	40%

Social

GLOBAL WORKFORCE	2024	2023
Total Global Workforce	2,738	2,806
HEALTH & SAFETY	2024	2023
Total Recordable Injury Rate (TRIR) per 100 employees	0.99	1.18
Specialty Brands	0.23	0.33
Specialty Generics	1.63	1.92
Number of Recordable Injuries	28	31
Specialty Brands	3	4
Specialty Generics	25	27
Lost Time Incident Rate (LTIR) per 100 employees	0.25	0.34
Specialty Brands	0.00	0.16
Specialty Generics	0.46	0.50

⁸Percentage based on quantity of waste recycled, reclaimed (on- or off-site) or incinerated with thermal recovery, divided by the total waste generated.

Social (Cont.)

HEALTH & SAFETY (Cont.)	2024	2023
Number of Lost Time Injuries	7	9
Specialty Brands	0	2
Specialty Generics	7	7
Total Number of Hours Worked	5,631,945	5,264,887
Specialty Brands	2,564,614	2,456,070
Specialty Generics	3,067,330	2,808,817
COMMUNITY OUTREACH	2024	2023
Charitable Contributions (USD, millions)	\$2.7	\$2.3

Governance

INTEGRITY & COMPLIANCE	2024	2023
Active Employees Trained on the Mallinckrodt Code of Conduct (%)	100%	100%
OUR BUSINESS	2024	2023
Net Sales (USD, millions)	\$1,980	\$1,866



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