



Yes, you can.®

INVACARE NORWAY

# Transparency Report 2023



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# Introduction

Environmental, Social, and Corporate Governance (ESG) is a framework designed to be integrated into an organisation’s strategy, to create enterprise value by expanding the organisational objectives including the identification, assessment and management of sustainability-related risks and opportunities in respect to all stakeholders (including, but not limited to, customers, suppliers, and employees) and the environment.



**Environmental aspect: focuses on preserving the natural world.**

Examples of topics addressed include climate change, greenhouse gas emissions, biodiversity loss, deforestation, pollution, energy efficiency and water management.



**Social aspect: focuses on people and relationships in line with human rights and labour practices.**

This includes working to support gender, diversity, equality, and inclusion movements in addition to enhancing customer satisfaction and employee engagement.



**Governance aspect: focuses on moving beyond how organisations have been typically governed in the past and to enhance corporate governance.**

Examples of specific topics include a board of directors, cybersecurity practices, management structure, executive compensation, preventing bribery, and corruption.



## Words from our CEO

As a leading manufacturer and distributor of innovative home and long-term care medical products that help promote recovery and active lifestyles, Invacare is committed to ensuring that our resources are prioritised to make the most meaningful impact on all stakeholders. This commitment to stewardship values is established and realised by our Environmental, Social, and Governance (ESG) directive.

Invacare ESG provides the resources needed to adapt to the evolving regulatory landscape and continuously improve our management systems as we strive to protect people and the environment. In pursuit of excellence and incorporating ESG in everything we do and how we do it, Invacare challenges every employee to exemplify these guiding principles in their roles, responsibilities, and endeavours.

Our ESG commitment is a rewarding journey that positively impacts the environment, our associates, and our communities.



### GUIDING PRINCIPLES

- Provide safe, sustainable, quality products.
- Be a responsible steward of the environment and for social responsibility.
- Consider efficient solutions in our products and in our facilities to save resources and help prevent/reduce pollution and emissions.
- Partner with responsible suppliers to provide ethical sourcing of materials and services.

Together, throughout all levels of the organization, our actions promote and drive stewardship as we achieve our goal of **Making Life's Experiences Possible®**.



### Some of our 2023 achievements and activities within ESG area

- Developed and implemented an ESG Policy
- Developed and implemented an ESG Manual
- Work on implementing overarching ISO 14001 at Invacare HQ, Aesch, Switzerland, sales and manufacturing site France, sales and manufacturing Portugal and sales Spain will follow Q1 2024
- Maintained and successfully passed surveillance audits for ISO 14001 Environment management systems at Sales entities in Norway, Sweden and the Netherlands
- Preparations started to comply to coming EU legislations such as CBAM, CSRD CSDDD
- Passing 3rd party audit on specific contract requirements for sustainable supply chains
- Implementation of online compliance software that monitors EHS laws and regulations that impact our business



# Organizational details

Invacare, is a European leader in the manufacture and distribution of innovative home and long-term care medical products that promote recovery and active lifestyles. Invacare Europe employs approximately 1,400 associates and markets its products in more than 100 countries around the world.

Invacare manufactures and distributes a comprehensive range of personal assistance products to help our users enjoy a comfortable, safe, and active lifestyle. Our mission is embodied in our company motto to "Making Life's Experiences Possible®" and to ensure that users are given the same freedom of choice and access to precision engineered products, as more able-bodied people. Invacare consists of various Operation and Sales sites in Europe, led by the EMEA headquarter in Aesch, Switzerland. Invacare is part of Invacare Holdings Corporation headquartered in Elyria, Ohio, USA.

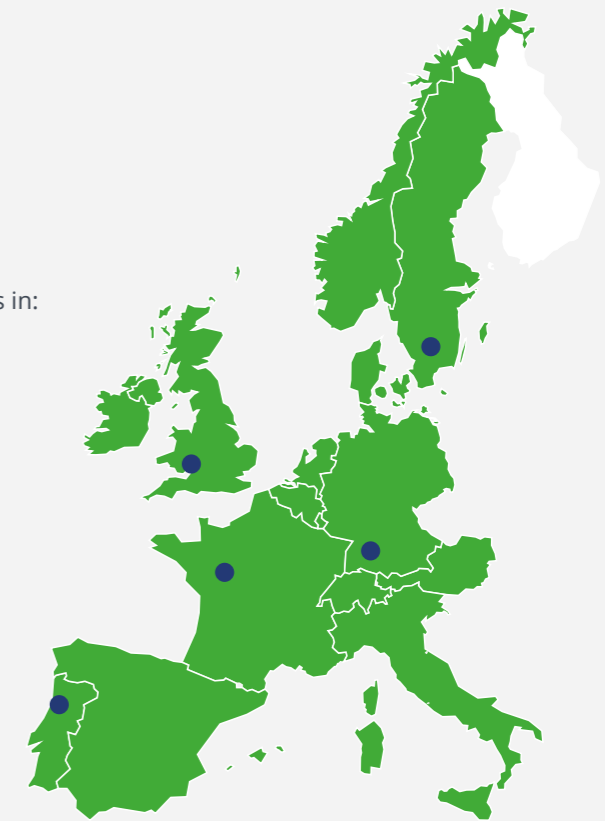
Invacare Norge AS is environmentally certified to ISO 14001:2015. Our environmental policy requires everyone in Invacare to work actively to achieve the environmental targets set for the various parts of our business.

## Our European sales and production sites

Invacare European productions sites in:

- Diö, Sweden
- Pencoed, UK,
- Albstadt, Germany
- Fondettes, France
- Porto, Portugal

Invacare are represented with sales companies in green highlighted countries.



## Sustainable Development Goals (SDG's)

The United Nations (UN) is an international organization where nations can discuss common problems and find shared solutions. The UN's Agenda 2030 is a plan of actions for people, planet and prosperity. It includes 17 Sustainability development goals agreed on by the leaders of the world in 2015. The aim is to create a better, more fair, world by 2030.

Invacare have identified SDG's where we can contribute most to the Agenda 2030, areas highlighted in listing below.

1 No poverty	2 Zero hunger	3 Good health and wellbeing	4 Quality education	5 Gender equality	6 Clean water and sanitation
7 Affordable and clean energy	8 Decent work and economic growth	9 Industry, innovation and infrastructure	10 Reduced inequalities	11 Sustainable cities and communities	12 Responsible consumption and production
13 Climate action	14 Life below water	15 Life on land	16 Peace, justice and strong institutions	17 Partnerships for the goals	

By having a 'fair and green' approach we work to minimize the impact on environment and people working within our value stream. By fair, we mean following human rights and labour standards. By green, work and design in an environmentally sustainable way.



### Product design

- Legal compliant products
- Respecting environmental impacts
- Design for refurbishment/disposal
- Transparent material breakdown
- Fair carbon footprint of products



### Transport

- Consolidated shipments
- Fair transport
- Eco-friendly fleet



### Supply

- Eco-minded suppliers
- Socially responsible purchase
- Fair transport



### Servicing

- Circular economy
- Eco sound refurbishment/maintenance
- Clear refurbishment instructions
- Customer-focused disposal
- SR (see production)



### Packaging

- Waste orientated packaging
- Eco-friendly packaging

### Production

- Legal compliant production
- Saving of resources (e.g. energy), use of recycled material
- Waste production, recycling of waste
- Socially responsible production, gender equality, partake
- Fair carbon footprint

Fair & Green

## Product design

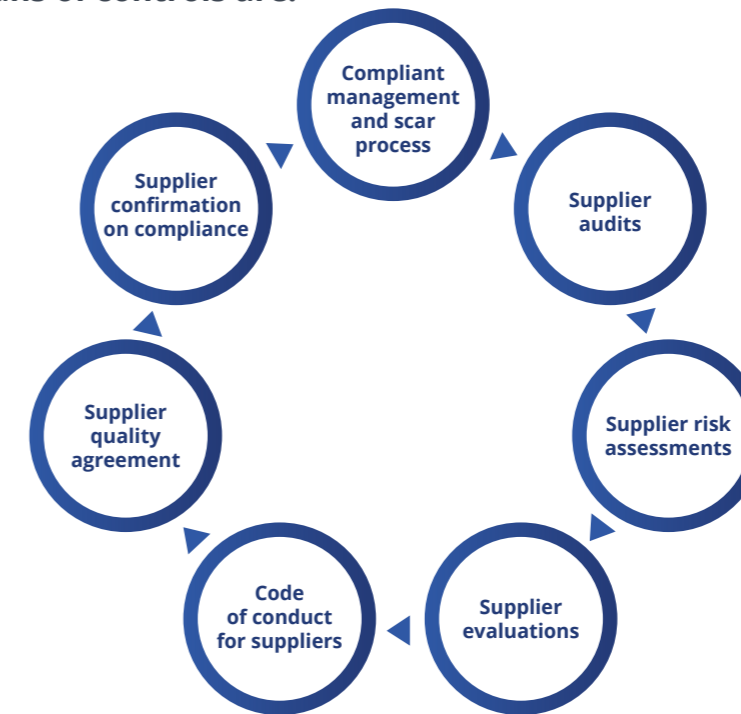
We developed our products according to best practice principles. We work diligently to monitor all aspects of design to ensure that our products meet the requirements for medical devices. A sustainable environment is another guiding star in our development work.

We use environmentally friendly materials, where possible, i.e. recycled materials. We are following applicable legislation and standards on restrictions of using substances of high concerns. We design our products based on modularity systems, parts can be fitted and used across products lines. Thus making it possible to refurbish, repair, rework and upgrade products to increase their lifespan and help reduce the environmental impact.

## Supply chain

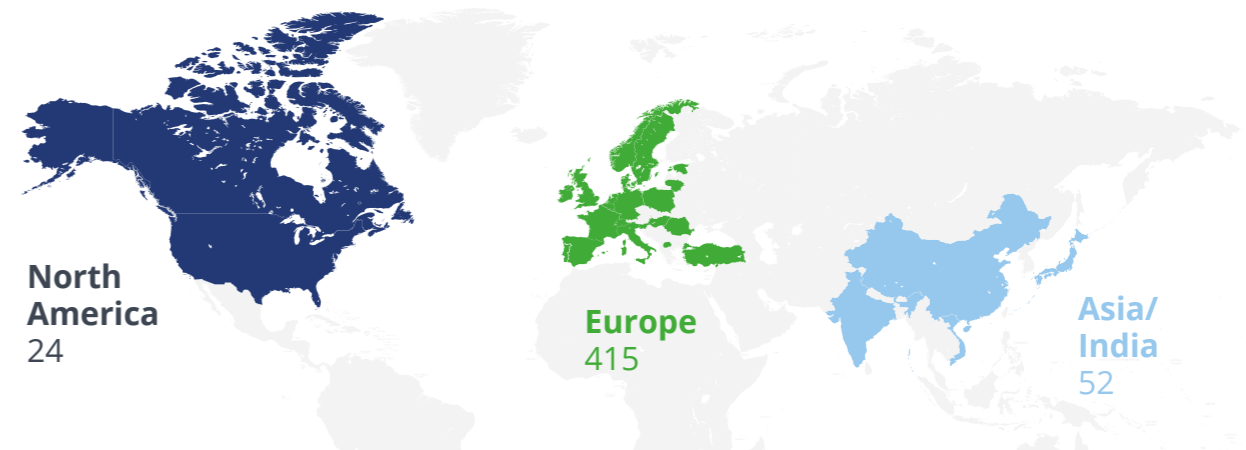
We believe in working with partners and suppliers who have high environmental and social standards. Our supply chain is identified, evaluated, risk assessed, selected and approved based on their ability to produce according / to meet / our demands on specifications, environmental and social requirements. Our code of conduct for suppliers cover ILO's core conventions and applicable areas of UN Human rights.

Means of controls are:



During 2023 we conducted 44 supplier audits, no major / minor deviations found in area of ESG.

Procurement comes from our Global Supply chain. Suppliers and sub-suppliers are mainly located in Europe, Asia and North America.



Canada	2
USA	22

Belgium	2	Norway	22
Denmark	32	Poland	3
Estoria	1	Portugal	39
France	42	Slovenia	11
Germany	135	Romania	1
Hungary	1	Spain	3
Ireland	1	Sweden	46
Italy	8	Switzerland	11
Lithuania	1	Turkey	2
Macedonia	1	United Kingdom	44
Netherlands	9		

India	2
China	30
Hong Kong	3
Taiwan	14
Vietnam	2
Japan	1



# Our production

Our production sites are today working with an ambition to become certified according to ISO 14001 2024. Relevant indicators showing environmental performance are identified, monitored, and evaluated. Used monitoring and measurement equipment is calibrated or verified if appropriate. Environmental performance information is internally and externally communicated.

- **Electricity**
- **Natural Gas, Oil, Coal, Fuel**
- **Water**
- **Raw materials**
- **Auxillary materials**



- **Products**
- **Waste**
- **Wastewater**
- **Waste Heat**
- **Emission**

Employees are introduced to policies, procedures and instructions as part of the induction period at the start of employment and change of positions in the organization. Updates are communicated and trained as needed. Performance evaluations are conducted with employees based on local policies and education / training plans are individually developed.

Anonymous reporting of abuse is possible through phone or mail, and communicated in the Whistleblower policy.

All of our sites sort waste in order to be able to recycle materials to the greatest extent possible. The waste is documented and reported at local level according to the applicable local regulations.

Local legislation on workers' rights and safety are monitored and implemented in the organization. Policies based on legislation, human rights and labour standards are established and communicated. Local Health and Safety Committees are conducting safety rounds as well as performing risk assessments on new or changed production processes. Deviations are reported, actioned, followed up and closed.

Internal Quality Audits are performed to confirm that the ESG System conforms to ISO 14001 / ISO 26000 / ISO 45001 as other internal requirements, and it is effectively maintained. A yearly Audit Program for Invacare is defined and executed as planned. ESG Audits can be performed integrated with other internal Audits, Supplier Quality Audits (e.g., Quality Audits) or process audits at suppliers. Audit Findings are followed until closure.

Accidents and near incidents reported according to local legislation. Actions are taken to prevent and remove risk from reoccurring.

## Packing and transport

Packing materials are designed to preserve product during transportation to customers and end users. Cardboard boxes are from recycled material. Design also consider aspects of optimized packing to make optimal use of transport. for example, use the container's full volume, optimal for cargo carriers and cargo pallets. We strive to be able to ship our various products together and use full loaded trailers in order to reduce the amount of transport and thereby reduce emissions from transport.

## Servicing

Invacare develops and manufactures products with modular elements. Many of these are cross-compatible between other products in the same range and with developments over time. Together with service manuals and spare parts this allows the re-configuration of products to enable an extended product lifecycle and reduces the impact on the climate.

## Interested parties

We have identified our interested parties as own employees, suppliers, financial partners, end users, customers, dealers, authorities and society. We communicate with our interested parties in various manners depending on the audience. This can be via surveys, interviews, meeting, newsletters, reporting's etc. The outcome from these interactions are recorded, analyzed and acted on. Relevant needs and expectations are reported to management and are reviewed during the Management Review.



### Resources & Awareness

The organization regularly determines and provides the needed resources for the ESG System. People whose work affects the ESG performance and obligation compliance are competent based on appropriate education, training, or experience. They are aware of the ESG System, significant environmental responsibility, social aspects and potential impacts associated with their work. They are also aware of the effectiveness of their contributions and implications of not conforming with ESG requirements.



### Reporting period, frequency and contact point

Data in this report covers 2023 activities. The report will be published annually, or in the case of significant changes to the enterprise's risk assessments, the report will be re-published. **For further information contact: [aapenhetsloven@invacare.com](mailto:aapenhetsloven@invacare.com).**



### Legal compliance

New or updated applicable legislations or obligations are identified, evaluated and actions implemented if required. A register showing legal compliance is maintained at Invacare and locally. Risks and opportunities are determined to give assurance that the ESG System can achieve its intended outcomes, to help prevent or reduce undesired effects and to achieve continual improvement. Potential emergency situations are determined and required plans are available. Main input for assessment is based on:

- **Environmental and social aspects**
- **Compliance obligations**
- **Other issues and requirements according to the context of the organisation and needs or expectations of interested parties**



## Governance and Leadership

During the regular Management Review the management teams reviews the effectiveness of the ESG System.

### The Management Review includes:

- Changes in external and internal issues that are relevant to the ESG System
- Changes in the needs and expectations of interested parties, including compliance obligations
- Changes of significant environmental aspects
- Changes of risks and opportunities
- The extent to which environmental objectives have been achieved
- Information on environmental performance
- Adequacy of resources
- Relevant communications from interested parties, including complaints
- Opportunity for continual improvement

Invacare management considers the needs and expectations of interested parties, internal needs and expectations, laws, and regulations.

### Management takes accountability for the effectiveness of the ESG System by:

- Ensuring that the ESG System is established, implemented, and maintained
- Ensuring that the ESG policy and objectives are compatible with the strategic direction and the context of the organisation
- Ensuring that the ESG System is effective, implemented processes are delivering their intended outcome and that according requirements are integrated in other business processes
- Promoting continuous improvement

## Improvements

During monitoring, audits or Management Reviews opportunities for improvement are identified and required actions are planned and followed until closure.

When environmental / social nonconformity is noticed, all required actions are taken to control responsibility to correct the situation and to deal with the consequences on the environment. If needed actions are implemented to eliminate the causes for the nonconformity, to ensure it does not reoccur elsewhere.

Over the year we will focus on workers safety during our onsite Supplier Quality and Process Audits. Based on findings we will issue findings addressed to the identified suppliers. We will set up activities to mitigate potential risks.

## Planned activities 2024

- Set up system to comply to Carbon Border Adjustment Mechanism (CBAM) and Corporate Sustainability Reporting Directive (CSRD)
- Role out full system of reporting local and consolidated (EMEA) emissions according to GHG scope 1, 2 and 3.
- Start initiative supporting circular economy from a full lifecycle perspective





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