

# Transparency Report

2024

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# Introduction

Invacare's purpose as an organization is **Making Life's Experiences Possible**. Our product portfolio within the mobility and healthcare sectors is fundamentally concerned with enabling human dignity and quality of life. Therefore, we share the Norwegian Transparency Act's concerns with human rights, decent working conditions, and robust due diligence to entrench and protect these both within our own organization and across our value chain.

For Invacare, these concerns are core themes of our broader corporate sustainability program,

which at the time of writing, is undergoing significant evolution and improvement, as we seek to strengthen our positive impact on our stakeholders and meet our upcoming reporting requirements under the European Corporate Sustainability Reporting Directive (CSRD).

In this report, we will provide a high-level overview of our corporate sustainability program to demonstrate our commitment to the goals of the Transparency Act, and also to contextualize our due diligence strategies, identified risks and mitigation actions.

Our purpose of **“Making Life's Experiences Possible®”** is our commitment to providing users with high-quality, thoughtfully designed solutions to promote independence and a more active lifestyle.





## Foreword from President and CEO

This year, we have reaffirmed and reinvigorated our commitment to corporate sustainability at Invacare. Given our goal of Making Life's Experiences Possible, our customers, colleagues and other stakeholders expect the highest possible standards of us, and each year we go further on our journey to meet those heights.

In 2024, I am proud to say that we have strengthened our corporate governance and due diligence processes considerably, and we have put in motion plans for more far-reaching and extensive corporate sustainability evolution that will bear fruit in 2025. Of course, there are places where we must improve, and gaps in our knowledge – but I am confident we have the team, processes and momentum in place to do so.

This report is focused on Norway's Transparency Act, and our performance with respect to human rights and due diligence both internally and across our value chain. However, it is also a waypoint on this journey to even more sustainable and successful Invacare, and I hope readers will find much to be excited about for the coming year, even as we look back together on the previous one.



“Our products **change lives**, and through our work, we reach beyond our customer base to transform lives even in remote and underserved communities.

**Geoffrey Purtil**  
– President and CEO





# About us

Invacare, headquartered in Aesch, Switzerland, is a global leader in the design, manufacture and distribution of home healthcare and mobility products and solutions that promote care, recovery and an active lifestyle. Invacare employs approximately **1500 employees across EMEA and APAC regions.**

Invacare’s product portfolio is built on a foundation of trusted, high-quality brands such as Alber, Küschall, REA, Action and Aquatec. These well-recognized names reflect our long-standing commitment to innovation, reliability, and user-centered design in the mobility and healthcare sectors where products help our users enjoy a comfortable, safe and active as possible lifestyle.

Our purpose of **“Making Life’s Experiences Possible”** is our commitment to providing users with high-quality, thoughtfully designed solutions to promote independence and a more active lifestyle.

For Invacare, it is essential for us to comply with the requirements of legislation and standards for medical devices, environment, and social responsibility. Compliance covers, the design and development, manufacturing, and distribution of all our products in home and healthcare sectors.

Our supply chain is structured in three key stages. Upstream activities involve collaboration with our suppliers, ensuring the sourcing of materials and components. This is followed by our manufacturing facilities, where products are assembled and finalized. Finally, the downstream activities encompass the sales and distribution of finished products to our customers, ensuring timely and efficient delivery.



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## Upstream

Our value chain includes both direct and indirect suppliers, primarily located in Europe and Southeast Asia. These suppliers provide essential raw materials, components, and services critical to our operations. We maintain a structured approach to supplier engagement, including quality assessments and compliance with our Supplier Code of Conduct, which integrates key Corporate Sustainability principles.



## Production and storage

Our production and storage operations are centralized in Western Europe, where our manufacturing facilities assemble and finalize products. These operations are subject to internal environmental and quality management systems.



## Downstream

Our value chain includes the distribution and sale of finished products to customers across Western Europe, Australia, and New Zealand. Additional global markets are served via our Invacare International division and partnerships with local distributors. We continuously work to ensure efficient logistics, customer service, and – where applicable – support for end-of-life product management.

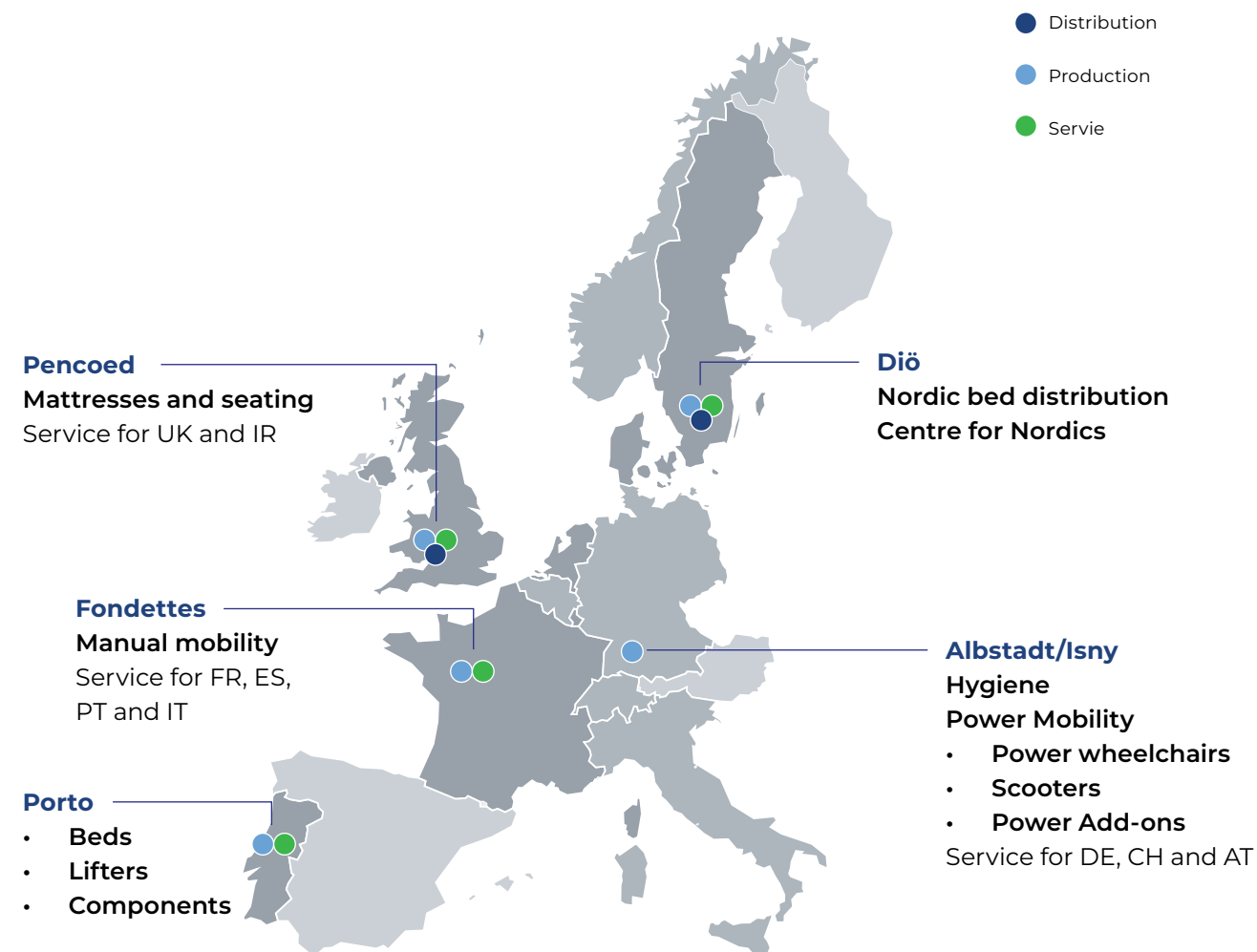
## About us

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## Our European sales and production sites

Invacare consists of various Operations and Sales sites, led by the Headquarters in Aesch, Switzerland.

## Our Production Sites



Invacare Sales entities are spread all over Western Europe, Australia and New Zealand. Other markets are served through our Invacare International division, or via partnerships with local dealers.

## Our Sales Sites



# Corporate sustainability at Invacare

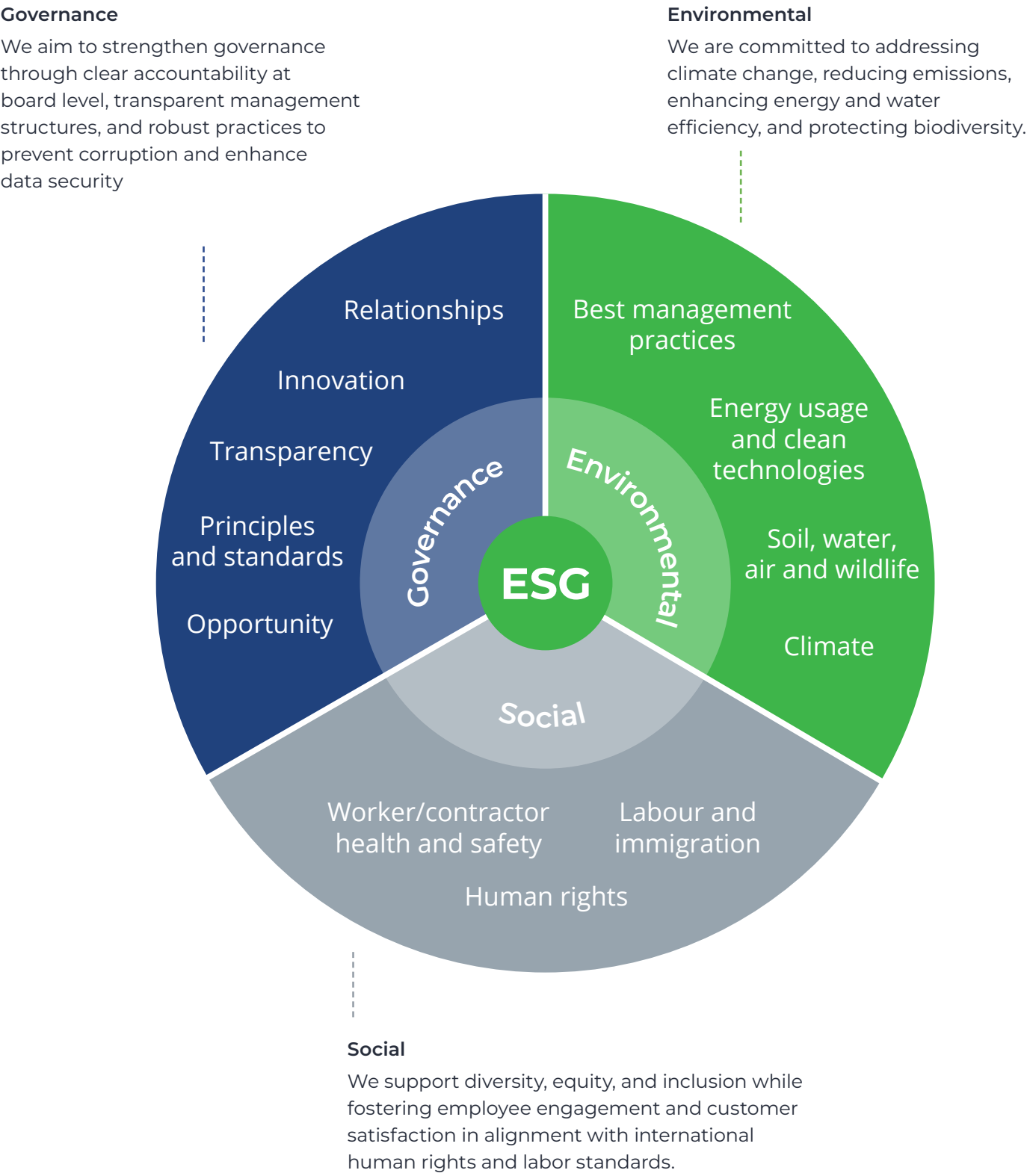
## Our corporate sustainability program

In 2024, Invacare embarked on a long-term transformation toward becoming a more sustainable business, aligned with the requirements of the Corporate Sustainability Reporting Directive (CSRD). This process is integrated into our corporate strategy and governance structure, and aims to create long-term enterprise value by identifying, assessing, and managing sustainability-related risks and opportunities across our operations, value chain, and stakeholder groups – including customers, suppliers, employees, and the broader environment.

Our sustainability efforts are also guided by and aligned with the UN's Sustainable Development Goals (SDGs). The goals most relevant to Invacare and where we can best contribute are:



## Our corporate sustainability focus covers three core dimensions according to an ESG framework:





# Corporate sustainability at Invacare

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## Governance and oversight

In 2025, Invacare’s corporate sustainability strategy will be developed by the executive leadership team and communicated across all areas of our organization, including relevant stakeholders that have been identified through our upcoming double materiality assessment.

Based on the strategy and outcomes of our materiality assessment, we will establish supporting policies, procedures, and ways of working, along with defined key performance indicators (KPIs).

A critical component of this effort is our governance and oversight. We are prioritizing the development of robust processes for monitoring, communication, and – where applicable – corrective actions and continuous improvement. These mechanisms ensure that we focus on the right areas in our journey toward becoming a more sustainable organization.

## Our mobility mission

Invacare’s purpose of Making Life’s Experiences Possible, and the nature of our product portfolio is such that one of the most high-impact ways for us to contribute positively to our stakeholders is through the provision of those products. In addition to our commercial customers, we work to ensure that we serve groups and communities serve remote groups and communities around the world with limited access to mobility equipment.

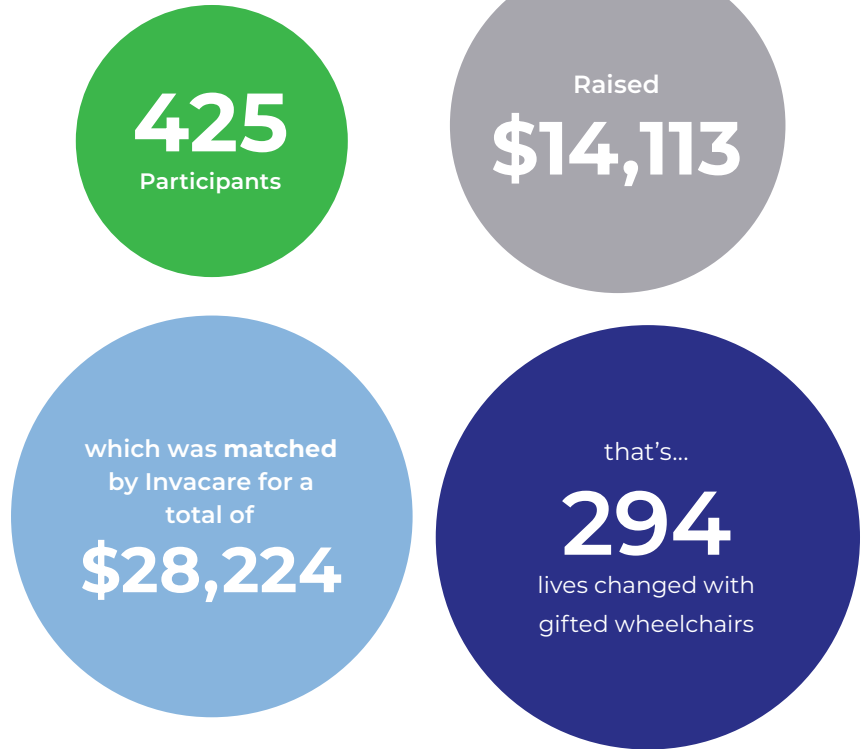
We also support a number of related charitable initiatives including Pirilampo Mágico (Portugal), Associação Salvador, and our long-term partner, Free Wheelchair Mission (FWM).



## Spotlight on: Move for Mobility

Move for Mobility is Invacare’s global fundraising initiative in partnership with Free Wheelchair Mission (FWM). We encourage our employees to use their own mobility to advocate for others by taking part in physical activities and raising funds. Each \$96 raised gifts a wheelchair to people in developing countries with no access to mobility equipment.

2024 results:



## Our partnership with FWM

Free Wheelchair Mission (FWM) is an international non-profit organization dedicated to providing wheelchairs to people with disabilities in developing countries. For more than six years, Invacare has partnered with FWM, contributing our resources and expertise to support its humanitarian mission. In 2024, Invacare CEO Geoff Purtill travelled to the Dominican Republic with FWM to distribute wheelchairs directly to people in remote communities.





# Our operations, policies and guidelines

## Working conditions at Invacare

### Employee well-being, health, and safety.

#### Health and Safety Management System:

Our organization maintains a comprehensive Health and Safety Management System (HSMS) implemented across 100% of our operational sites and which applies to all employees, including part-time and temporary staff. The HSMS provides a structured approach to managing occupational health and safety risks and ensuring compliance with all relevant regulatory requirements. It includes formal procedures for incident reporting, audits, corrective actions, and continuous improvement.

#### Policies and Initiatives:

We have implemented a range of well-being programs that address both physical and mental health. These include:



Access to confidential mental health counselling and employee assistance programs (EAPs).



Stress management workshops and mindfulness training.



Flexible work arrangements and telecommuting options to promote work-life balance.



Health promotion campaigns such as ergonomic assessments, and wellness challenges.

*These initiatives are regularly reviewed and adjusted based on employee feedback and health trend data.*



#### Risk Assessment and Prevention: - See IPS\*

Risk identification and mitigation are embedded in our daily operations through proactive assessments, regular site inspections, and job safety analyses. All employees receive mandatory health and safety training upon hiring, with annual refreshers and targeted training for high-risk roles. Emergency preparedness is supported by regular evacuation drills, and access to first-aid trained personnel and equipment across all locations.

#### Stakeholder Engagement:

We actively involve employees in health and safety governance through structured safety committees that operate at both local and corporate levels. These committees include elected employee representatives and meet quarterly to review incident trends, propose safety improvements, and address workforce concerns. Additionally, anonymous feedback channels are available to report hazards or make suggestions.

\*Invacare Production System



# Diversity, equity, and inclusion



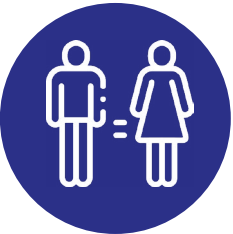
## Diversity Policies

Our organization is deeply committed to fostering a diverse, equitable, and inclusive workplace. We believe that diversity in all its forms – cultural, ethnic, gender, generational, and experiential – is essential to innovation and excellence. To support this commitment, we have established a formal DEI policy that is embedded into our Code of Conduct and Human Resources guidelines. These policies are regularly reviewed and updated to align with evolving best practices and legal standards.



## Representation

Promoting diversity across all levels of our organization is a key strategic priority. Internally, we support diverse talent through mentorship programs, leadership development tracks, and succession planning that encourage candidates from historically marginalized groups.



## Equal Opportunity Measures

To ensure a fair and supportive environment for all employees, we have implemented a range of equal opportunity measures. These include anti-bias and inclusive leadership training for all managers and HR professionals, as well as anonymous reporting mechanisms for discrimination concerns. Our performance evaluation processes are structured to minimize subjectivity

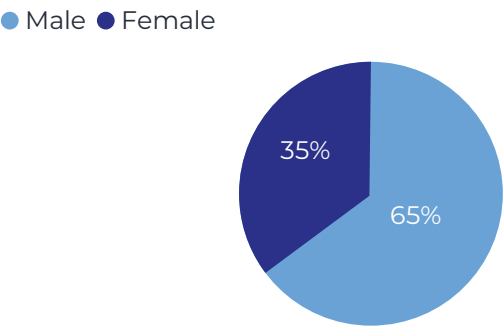


## Accessibility

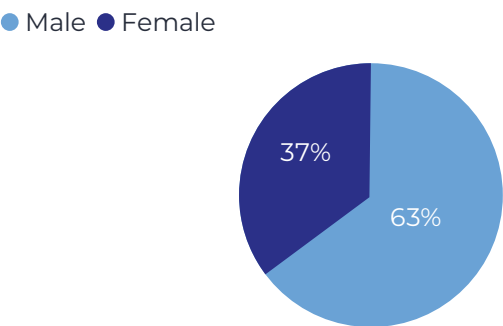
Creating an inclusive environment for employees with disabilities is fundamental to our DEI vision. We provide reasonable accommodations based on individual needs, including ergonomic workstations, assistive technologies, and flexible work arrangements. Our physical workspaces are designed to comply with and exceed accessibility standards. Furthermore, we conduct periodic accessibility audits and offer training to staff on disability inclusion and etiquette.

# Gender distribution across all organizational levels, including top management

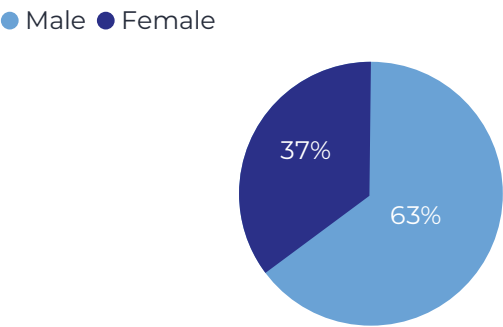
Gender repartition  
EMEA November 2023



Gender repartition  
EMEA November 2024

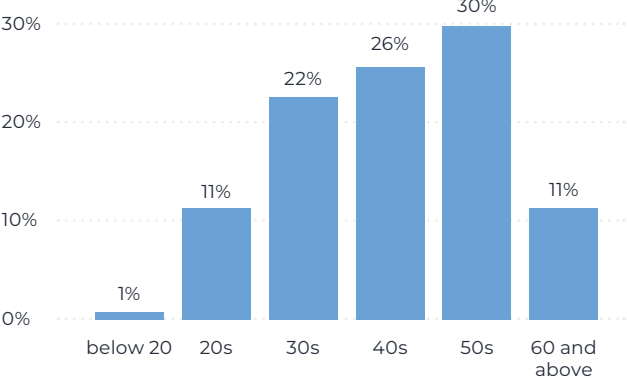


Gender repartition  
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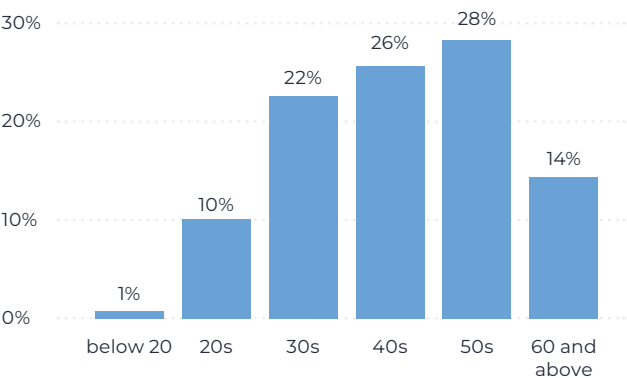


# Age distributions of employees

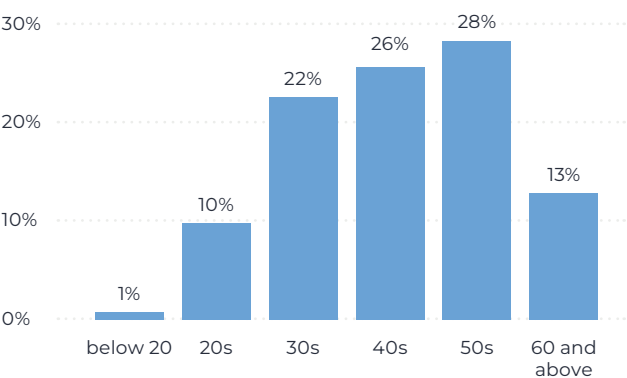
Age repartition  
EMEA November 2023



Age repartition  
EMEA November 2024



Age repartition  
EMEA April 2025





# Working conditions at Invacare

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## Training and development programs

### Training Strategy

Our organization prioritizes employee growth through a structured training and development strategy aligned with business objectives and future workforce needs. The primary goals are to enhance employee performance, support career progression, and ensure our teams are equipped with the necessary skills to adapt to a rapidly evolving market. Training plans are integrated into our strategic workforce planning and reviewed annually to ensure relevance and impact.

### Programs Offered:

We offer a broad spectrum of training programs, including:

- Onboarding Programs to support new hires with role-specific knowledge, organizational culture, and compliance training.
- Technical and Functional Training tailored to specific job functions to maintain operational excellence and compliance standards.
- Leadership Development Programs aimed at cultivating future leaders through mentorship, coaching, and executive training sessions.
- Continuous Learning Opportunities via e-learning platforms, internal knowledge-sharing events.

### Performance Reviews:

Employees undergo formal performance and career development reviews twice per year, supplemented by regular check-ins with direct supervisors. These reviews focus on setting and evaluating goals, identifying development needs, and mapping personalized growth plans.

### Evaluation:

We evaluate the effectiveness of our training programs through participant feedback surveys, post-training assessments, and performance data analysis. Adjustments are made regularly based on these insights, including updating content, delivery methods, or program structure. We also benchmark satisfaction scores and participation rates to measure engagement and value.

## Working conditions in the value chain

### Labor practices and human rights in the supply chain

We maintain a longstanding Code of Conduct for our own operations and a Supplier Code of Conduct that explicitly references the ILO Core Conventions and the United Nations Universal Declaration of Human Rights. All suppliers are contractually required to adhere to these principles.





# Identified risks and impacts

Under the current structure of Invacare’s due dilligence processes, we have not yet been able to systematically identify actual and potential risks to the workforce within our own operations or across our value chains. However, Invacare has injected fresh urgency into its corporate responsibility and sustainability reporting programs, which will implement adequate risk identification mechanisms going forward. These will be informed by a double materiality assessment scheduled for September 2025 in line with our obligations under the Corporate Sustainability Reporting Directive (CSRD), and aligned with the OECD Guidelines.

Below is an overview of our due dilligence processes today.



## Internal due dilligence processes

We conduct workplace inspections, so-called ‘safety rounds’, at regular intervals defined by each unit. These inspections, managed by our HR department, cover both office and production sites and aim to identify and mitigate operational risks and opportunities for improvement.

# External due diligence processes and supplier engagement

Our supplier approval and monitoring process consists of the following steps:

## 1. Supplier Onboarding & Data Collection

a. We start by mapping potential suppliers and collecting basic information (e.g., location, number of employees, product categories).

## 2. Risk Assessment

- a. Each new supplier undergoes a comprehensive risk assessment covering environmental, ethical, and labor-rights factors.
- b. We leverage external sources such as the ITUC Global Rights Index to identify any historical or systemic labor-rights violations.

## 3. On-Site or Remote Audit

- a. Following a positive risk-assessment outcome, we conduct an audit (either on-site or via video) that reviews labor conditions, health & safety, and overarching governance practices.
- b. The audit checklist includes worker interviews, document reviews (e.g., payroll, contracts), and facility walkthroughs.

## 4. Approval & Contracting

a. Suppliers that demonstrate compliance with our standards are formally approved and sign a binding agreement, which includes requirements for documentation of corrective/ preventive actions.

## 5. Ongoing Monitoring & Performance Tracking

- a. We perform annual risk-reassessments on all active suppliers and full audits on a rotating 18-month cycle for high-risk regions or categories.
- b. In 2024, we audited 30 Tier 1 suppliers (representing 65 % of total spend) and found that 5 suppliers required corrective action for minor non-conformances.
- c. All non-compliances are recorded in our Supplier Compliance Register. Suppliers must develop and implement corrective action plans within 60 days; progress is tracked until closure.

## Key risks

### Key risks identified to date include:

Suppliers based in Asia – specifically China, Vietnam, Taiwan, and India – pose a significant risk in the areas of human rights and labor standards governed by the ILO Conventions.

Political and conflict-related risks are also included in our risk assessment. For example, Russia and Ukraine are listed as countries from which we do not procure products or components.



## Mitigation actions

Our current due diligence processes have not yet systematically identified the adverse impacts and significant risks of adverse impacts within our operations or supply chain. Consequently, at this stage we do not have significant or systematic measures to report on, or outcomes to present. However, efforts to date and initiatives to be implemented going forward are presented below.

### Mitigating risk with suppliers

- All suppliers Are required to sign our Supplier Code of Conduct.
- Any material breach of our Code of Conduct (e.g., underpayment of wages, forced labor indicators) results in temporary suspension from new orders until remediation is verified.
- In 2024, all corrective action plans (5 cases) were closed within the agreed timeframe; no supplier relationships were terminated.
- Additionally, we conduct on-site audits that include audit points covering both UN Guiding Principles and ILO Conventions.





