

Restoring Lives

A woman and a young girl are captured in mid-air, jumping joyfully into the ocean waves on a beach. The woman, on the left, is wearing a colorful patterned swimsuit. The girl, on the right, is wearing a pink tank top and dark shorts. They are both barefoot. The ocean waves are breaking around them, and the beach is visible in the foreground. The sky is a soft, hazy blue, suggesting a sunset or sunrise. The overall mood is one of happiness and connection with nature.

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Our commitment to restoring lives has been fundamental in making us a global leader in medical technologies and providing innovative solutions in surgical, neurologic and regenerative care. At Integra, we work with one central goal: **to create healthier people, a healthier workplace and a healthier world.**

A Message from Our President and CEO

Dear Stakeholders,

In our third environmental, social and governance (ESG) report, we continue to showcase the strides that we have made against the roadmap we established three years ago, guided by our six core values and aligned with our purpose, mission and vision.

Even as we confronted challenges during the year, we maintained our focus on striving to be a company that acts ethically and governs responsibly, that fosters a diverse and inclusive workplace where colleagues can bring their authentic selves, that protects and preserves the environment, and improves quality of life with our products and technologies.

Ethical practices are the backbone of our company and Integra colleagues have remained committed to upholding integrity and adhering to rigorous policies of ethics and compliance. 2023 was no exception as we achieved 100% completion of our code of conduct intensive training curriculum, and anti-bribery and corruption training across the company.

In terms of social sustainability, we are proud of the progress we have made in creating a diverse, inclusive and equitable workplace. Last year, we launched Unidos, our latest employee resource group (ERG), representing our Hispanic and Latino

colleagues. With one in five colleagues members of an ERG, these groups have become integral to our efforts in fostering a culture of inclusion. Moreover, we hosted a weeklong educational event, “You Belong at Integra,” which provided opportunities to develop and build core capabilities to cultivate diverse and inclusive teams.

On the environmental front, we intensified our work on improving data quality around greenhouse gases (GHG) reporting. We initiated efforts to develop our decarbonization strategy and conducted assessments of our highest energy-consuming sites to identify and implement energy reduction opportunities across our operations worldwide.

Our focus on ESG is a business strategy, integrated into our everyday business decisions. It is a vital part of how we intend to grow and create healthier people, a healthier workplace and a healthier world—now and in the years to come.

JAN DE WITTE
PRESIDENT AND CEO



JAN DE WITTE

About This Report



Integra remains guided by our six core values as well as our purpose, mission and vision.

Our commitment to restoring lives has been fundamental in making us a global leader in medical devices and providing innovative solutions in surgical, neurologic and regenerative care. At Integra, we work with one central goal: to create healthier people, a healthier workplace and a healthier world. Our 2023 environmental, social and governance report reflects on our

sustainability journey thus far and outlines our future roadmap of commitments aligned with internal and external values.

Integra’s disclosures on material ESG topics are consistent with leading reporting frameworks and standards, including the Global Reporting Initiative (GRI) and Sustainability Accounting Standards Board (SASB). We’ve included reference numbers for disclosures in the GRI and SASB indexes at the end. Unless otherwise stated, all performance reporting covers fiscal year 2023 (FY23), from January 1 through

December 31, 2023. In some instances, we may have estimated or rounded reported data. All financial information is reported in U.S. dollars. Our goal is to provide a comprehensive and transparent report covering all entities of Integra LifeSciences Holdings Corporation. We are committed to improving processes for data collection and tracking of key performance indicators over time. We also aim to continually improve the completeness and accuracy of our reporting year over year.

For questions or comments about the report, please contact ESG@integralife.com.

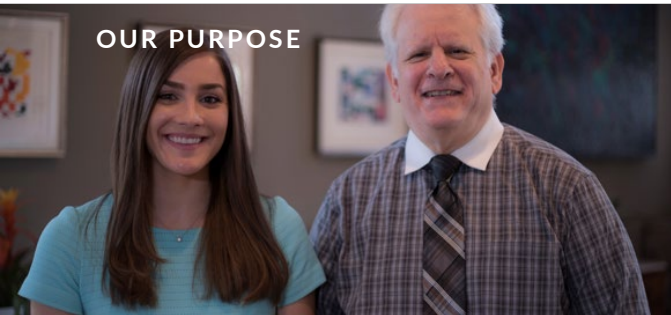


Integra LifeSciences Overview

Integra LifeSciences, headquartered in Princeton, New Jersey, is a world leader in surgical, neurologic and regenerative care.

The Company began in 1989 with the acquisition of an engineered collagen technology platform used to repair and regenerate tissue. Integra has developed numerous product lines from this technology for applications ranging from burn and deep tissue wounds to the repair of nerves, tendons and dura mater in the brain.

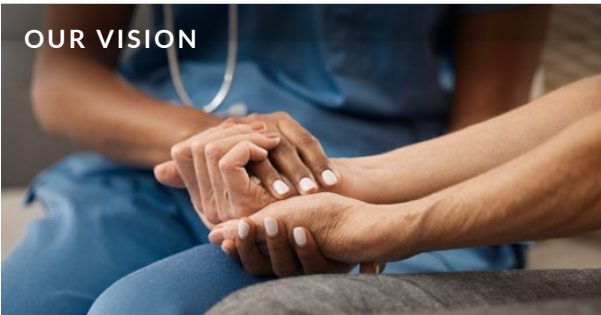
Through global acquisitions and product development, the Company has expanded its base regenerative technology business to include surgical instruments, neurosurgical products and advanced wound care to meet the evolving needs of its customers and to enhance patient care.



Restoring patients' lives through technologies that transform surgical, neurologic and regenerative care.



We innovate treatment pathways to advance patient outcomes and set new standards of care. Our work matters to colleagues, customers and communities—and delivers compelling shareholder value.



We will be the first choice of clinicians and healthcare systems. Together, we heal brain and body, improving the lives of patients around the world.



- Integrity**
Always doing the right thing

Our People
Recognizing our colleagues are our greatest asset

Excellence
Unwavering commitment to our customers, patients and colleagues
- Embracing Change**
Leading and accepting change to achieve Integra's vision

Decisiveness
Confidence to make good decisions and drive action

Teamwork
Achieving far more by working together

Integra at a Glance

Today, the Company has more than \$1.5 billion in global revenue, with market-leading brands sold in 130 countries. Integra manufactures and sells medical technologies and products in two reportable business segments: Codman Specialty Surgical, also known as CSS, and Tissue Technologies.

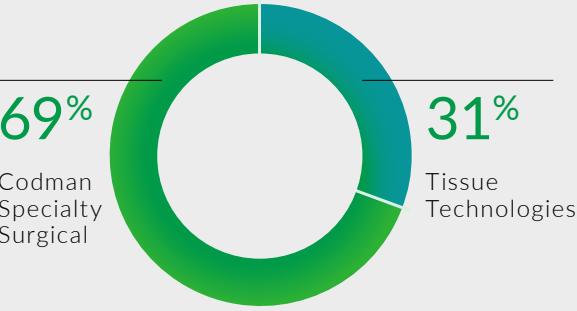
We have an advanced position in the medical device industry as a result of:

- Achieving no. 1 or 2 position in attractive markets
- Depth and breadth of portfolio and technologies
- Tenured, trusted salesforce and channels
- Global footprint for technology access and commercialization
- Strong balance sheet and financial discipline
- Systematic M&A aimed at accretive growth segments

REVENUE FY2023

\$1.54B

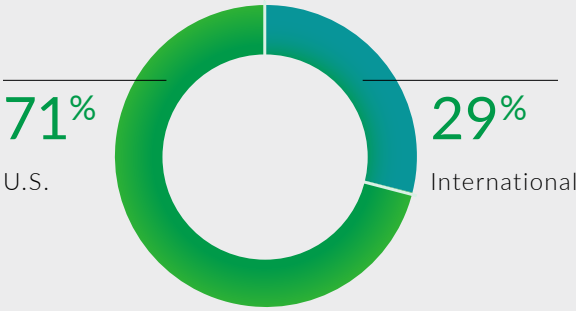
BY PRODUCT CATEGORY



1989
Founded

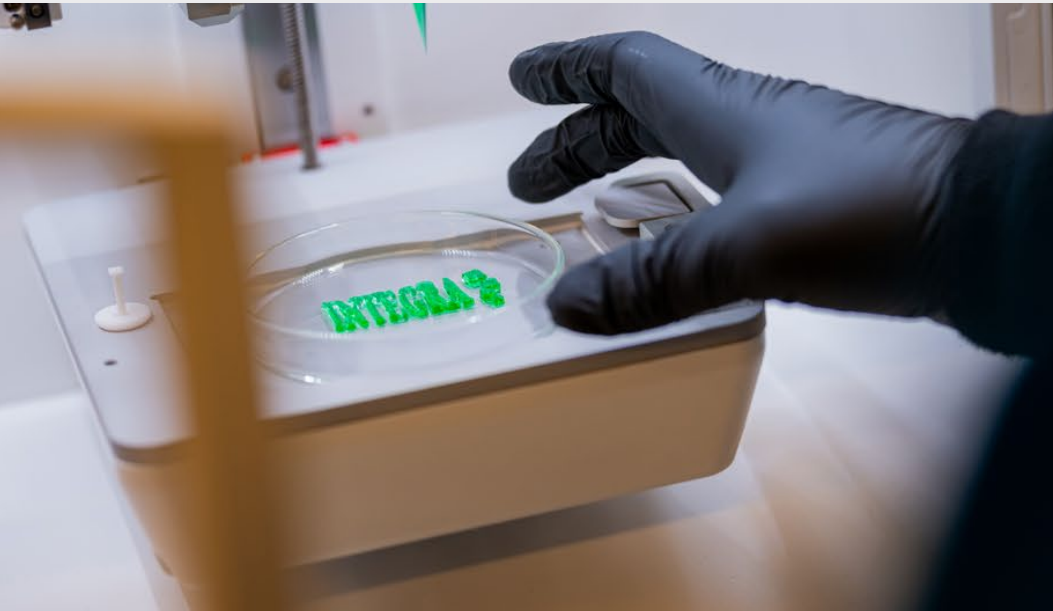
3,946
Colleagues

BY GEOGRAPHY



130
Countries Served

~90%
Recurring/
Consumables



BUSINESS SEGMENTS

CODMAN SPECIALTY SURGICAL

Transformative leader in neuro-access, -surgery and -monitoring

Leading provider of specialty instruments and ENT solutions

Established leader in served markets, portfolio positions to exceed market growth



TISSUE TECHNOLOGIES

Outcomes leader in complex wound reconstruction

Leading innovator in surgical/breast reconstruction

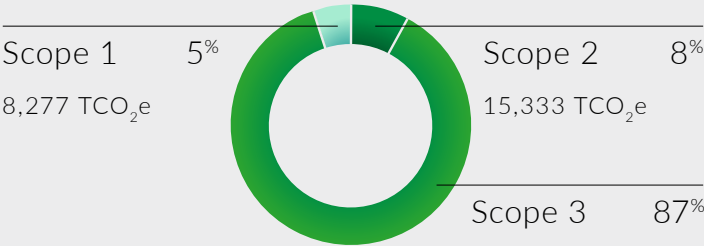
Leading position with extensive and differentiated portfolio rooted in clinical evidence

Integra at a Glance

2023 HIGHLIGHTS

Environmental

2023 SCOPE 1, 2 AND 3



Improved GHG emission data collection through process improvement, which allowed us to calculate our emissions with fuel and electricity usage compared to spend data in 2021

Conducted energy reduction assessments to identify opportunities that can be applied to worldwide operations

~32,000

Devices were Maintained through our Service and Repair Facilities

Social

7M+

Patients Touched

\$4.63M

In Products Donated

\$417K+

In Grant Donations by the Integra Foundation to 67 nonprofits

82%

Participation Rate in Colleague Engagement Surveys

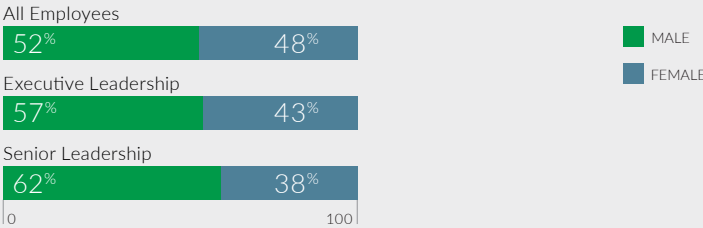
~1 in 5

Colleagues are Members of an ERG

~125

Events Held by Our 7 ERGs

COLLEAGUES BY GENDER



Governance

100%

Of Employees Completed Code of Conduct and Anti-Bribery and -Corruption Training

100%

Of New Hires Completed Unconscious Bias Training

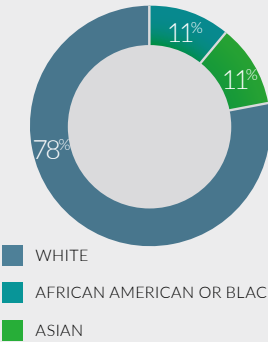
33%

Of Our Board Members are Women

22%

Of Our Board Members are from Ethnically Diverse Backgrounds

BOARD DIVERSITY



Opened a **new research and development facility** dedicated to pioneering new advances in treatment pathways

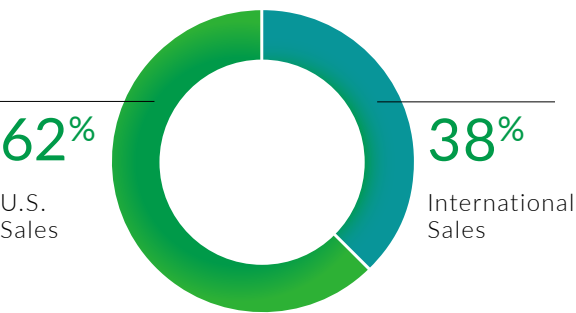
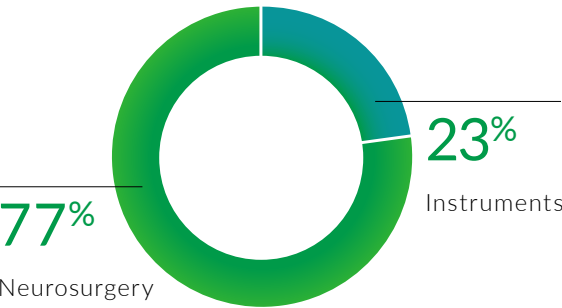
Integra at a Glance

Our Business Segments:
Codman Specialty Surgical

Codman Specialty Surgical represents approximately two-thirds of our total revenue and consists of market-leading technologies and instrumentation for a wide range of specialties, such as neurosurgery, neurocritical care, otolaryngology and otorhinolaryngology. Integra is the world leader in neurosurgery med tech, and our global scale allows us to offer solutions across multiple disease states like brain lesion surgery, including minimally invasive techniques; traumatic brain injury care and neuromonitoring; and hydrocephalus care. We are also one of the top three providers of instruments used in precision, specialty and general surgical, and now also ENT procedures from recently acquired Acclarent, Inc.

REVENUE
FY2023

\$1.0B



LEADING
BRANDS

MAYFIELD
CUSA®
Certas® Plus
Bactiseal®
ICP Express®

ISOCOOL®
Integra® DUO
TruDi®
AERA®

New Product Innovation
\$18.9M
Revenue

+62%
Increase from 2022



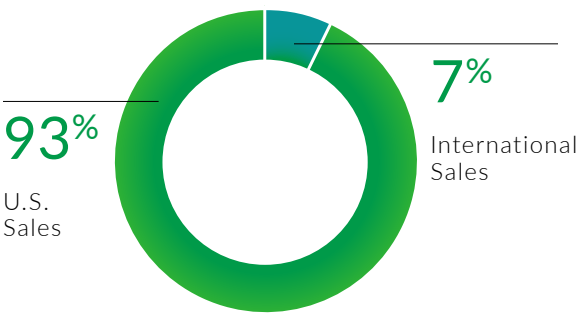
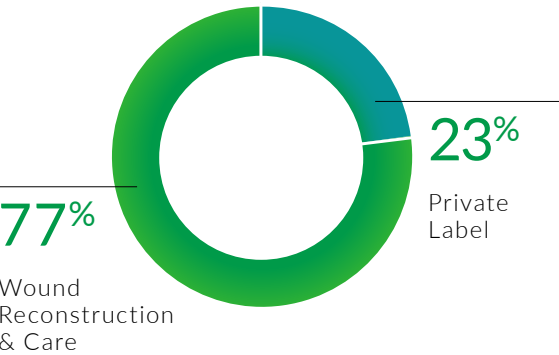
Integra at a Glance

Our Business Segments:
Tissue Technologies

The Tissue Technologies segment generates about one-third of our overall revenue and focuses on three main areas: complex wound surgery, surgical reconstruction and peripheral nerve repair. This segment of our business represents the broadest set of regenerative technology platforms in the industry, ranging from highly engineered collagen technologies to bovine dermis, porcine and amniotic tissue, and bioabsorbable matrix.

REVENUE
FY2023

\$0.5B



LEADING
BRANDS

Integra® Dermal Matrices
Gentrix®
DuraSorb®
PriMatrix®

MicroMatrix®
SurgiMend®
MediHoney®

New Product Innovation
\$2.1M
Revenue

+175%
Increase from 2022



Integrated Growth Strategy

In 2023, Integra maintained its focus on the five pillars of our integrated growth strategy established in 2022. These pillars are comprised of three growth drivers—levers that directly impact the Company’s growth ambitions—and two enablers that make integrated growth possible. This approach continues to enable us to strengthen operational capacity and efficiency and accelerate innovation and growth, and in 2023 led to key accomplishments in each of the pillars.

DRIVING AN INTEGRATED GROWTH STRATEGY

Strengthening Operational Capability and Efficiency, Accelerating Innovation and Growth

GROWTH DRIVERS

Innovate
for Outcomes



Grow
International



Broaden Impact
on Care Pathways



ENABLERS

Drive Operations and
Customer Excellence



Cultivate a
High-Performance Culture



2023 ACCOMPLISHMENTS

Relaunched CereLink® in international markets; submitted 510(k) for CereLink in the U.S.

Submitted clinical PMA amendment for SurgiMend

Completed enrollment in DuraSorb® PMA trial

Obtained 510(k) for next generation Aurora® Surgiscope

Opened regenerative technology innovation and learning center in Plainsboro, New Jersey

High single-digit growth in international markets

Double-digit growth in China

International portfolio expansion of DuraGen®, CUSA and 100+ product registrations

Realignment of international organization, building local commercial capabilities

Buildout of In-China-for-China (ICFC) manufacturing capability

Signed definitive agreement to acquire the Acclarent® ENT business

Successful commercial and clinical integration of SIA acquisition

Double-digit growth in UBM platform

Finalized market research and design for digital innovation pilots

Expanded Le Locle, Switzerland site, enabling launch of differentiated NPIs

Established ICFC manufacturing capacity, ready for 2024 validation

Strengthened plant management and quality leadership

Invested in manufacturing capacity and resilience

Enhanced procurement category management

Deepened plant level KPI measurement

Awarded Great Place to Work in China

Formed UNIDOS employee resource group

Further strengthened executive leadership team with key hires and capabilities

Awards and Recognition

We are proud to be recognized as a leader in the healthcare and medical device industry, for being a leader in diversity & inclusion (D&I), and for being responsible corporate citizens.

WOMEN WE ADMIRE NEW YORK

Integra board member Shaundra Clay, and Marysa Chiu, chief diversity and inclusion officer, have been named to Women We Admire's Top Women Leaders of New York for 2023.



HEALTHCARE BUSINESSWOMEN'S ASSOCIATION

Laurene Isip, vice president of corporate communications and marketing, was named HBA Luminary in 2023.



FORUM OF EXECUTIVE WOMEN

For the second year in a row, Integra was designated a Champion of Board Diversity by The Forum of Executive Women.



GREAT PLACE TO WORK

In 2023, Integra LifeSciences China was named to the Great Place to Work (GPTW)'s Best Workplaces in Greater China 2022 list. The award followed highly positive feedback in the GPTW China colleague survey, which commended Integra's leadership, agility, D&I, and commitment to well-being and safety.



PATIENT STORIES

Stepping Back in the Game

AKIO HAYASHI



An avid walker, Akio Hayashi would walk approximately 30 miles per day. Unfortunately, at 82 years old, he began to struggle with his balance and the ability to sit and stand. Gradually, Akio even became unable to walk. His most difficult situation came when he was unable to walk 160 feet from the street to his home. At first, he thought it was due to his age, but then wondered if it was more than that.

As his condition continued to deteriorate, Akio was admitted to a local hospital, where neurosurgeon Kouichi Miyazaki officially diagnosed him with Idiopathic Normal Pressure Hydrocephalus (iNPH,) a form of hydrocephalus that occurs in older adult patients, generally without a clear cause or preceding disease.

The most common complaint from iNPH sufferers is gait disturbance, which can cause some patients to fall and experience injuries. In an effort to return Akio to feeling like his former self, Dr. Miyazaki implanted him with an Integra programmable valve.

“After the surgery, Akio experienced an increase in energy,” said Dr. Miyazaki. “He is motivated to walk, and I am sure that his walking speed will continue to improve.” Now more confident in his balance and mobility, Akio is back to enjoying his daily walks!

“After the surgery, Akio experienced an increase in energy. He is motivated to walk, and I am sure that his walking speed will continue to improve.”

DR. MIYAZAKI



PATIENT STORIES

Nobody Can Take Away Her Smile

VALENTINA



In 2011, Valentina, a 39-year-old woman from Sardinia, Italy, was severely burned after her ex-husband threw flammable liquid on her and set her on fire.

Emergency services rushed Valentina to a special burn unit in Sassari, Sardinia, where she was treated by Dr. Alma Posadinu, director of the center and a leading plastic surgeon specializing in the treatment of burns.

Caught between life and death for several weeks, Valentina suffered third-degree burns on 40% of her body (scalp, arms, face, neck and half of one leg) and was in an induced coma for almost one month. For the next two years, she would be in and out of the hospital, during

which time surgeons had to amputate her left hand but succeeded to save her right hand. She lost her nose and both ears.

Valentina benefited from Integra Dermal Regeneration Template (IDRT) to treat her burns. IDRT remains the only FDA-approved regenerative skin technology for the post-excisional treatment of life-threatening full-thickness or deep partial-thickness thermal injuries where sufficient autograft is not available, such as for the treatment of life-threatening burns.*

Dr. Posadinu, who has been treating burn patients for more than 20 years, has extensive experience of IDRT use in her practice. Giving back a sense of humanity to Valentina was

the most important thing for Dr. Posadinu when she undertook the surgery with IDRT, which helped significantly restore Valentina’s appearance and life. From there, Valentina chose to move forward and has made this life-changing event as a driving force to make her a “better person, even more optimistic and cheerful,” she said.

Valentina’s widely publicized story in Italy has made her an outspoken advocate against domestic abuse, gender-based violence, bullying and cyberbullying. She has memorialized her experience in her book, “Nobody Can Take Your Smile Off.”

Valentina chose to move forward and has made this life-changing event as a driving force to make her a “better person, even more optimistic and cheerful.”

VALENTINA



*CE marked devices are indicated for the treatment of full-thickness and partial-thickness injuries and the reconstruction of post-excisional, full-thickness defects of the integument where either sufficient autograft is not available or where there is, in the opinion of the treating surgeon, a potential benefit to the patient by improving the reconstructive outcome or decreasing their mortality/morbidity.

Our ESG Strategy and Roadmap

Integra has an enduring commitment to environmental, social and governance (ESG) priorities and values.

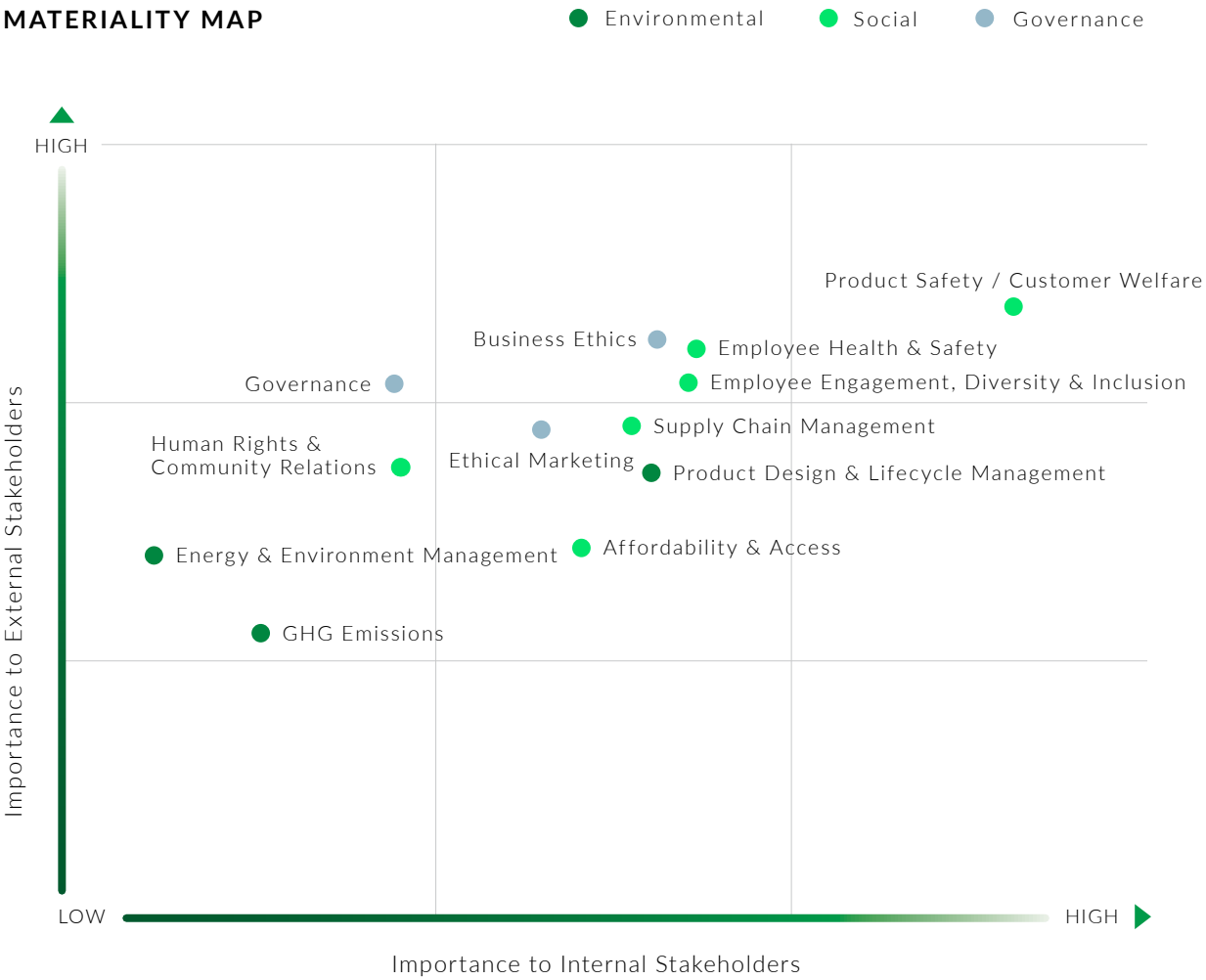
Integra has an enduring commitment to environmental, social and governance (ESG) priorities and values.

ESG is embedded within our vision to be the first choice of clinicians and healthcare systems as we work together to heal patients’ brains and bodies, improving lives around the world. Doing the right thing for our stakeholders is part of how we fulfill our vision and restore patients’ lives. In this report, we inform stakeholders about our progress and describe our forward direction. Our roadmap continues to focus on the material topics we identified in 2021 in our first ESG materiality assessment. In that assessment, we identified the environmental, social and

governance priorities that could affect our operating performance, the financial condition of our business, our reputation, and our ability to create value for stakeholders. The materiality map on the right is the result of a comprehensive review with stakeholders, aligned with the most critical ESG issues and opportunities driving Integra’s long-term performance. Our materiality mapping illustrates our alignment of priorities with our internal and external stakeholders in product safety, customer well-being, and employee health and safety, all of which are central to Integra’s long-term success. We will continue to reassess our material topics through shareholder dialogue and update if material topics change in the future.



MATERIALITY MAP



Our ESG Strategy and Roadmap

INTEGRA'S ESG ROADMAP

In this year’s report, we disclose our achievements over the 2023 calendar year and reaffirm the road ahead.

Environmental

Social

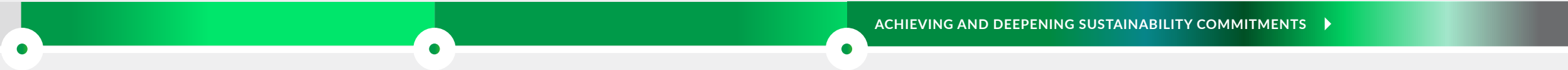
Governance

2023

- Implemented a global Environmental, Health Safety and Security management technology system
- Updated Scope 1 and 2 GHG (greenhouse gas) emissions
- Calculated Scope 3 GHG emissions
- Conducted assessments of highest energy-consuming sites to identify greatest opportunities to reduce GHG emissions
- Published second annual ESG report
- Implemented ESG program management system
- Launched Hispanic and Latino Employee Resource Group

2025 and Beyond

- Report on climate change under CDP
- Disclose progress against ESG targets, including targets for GHG emissions reductions
- Continue regular dialogue with internal and external stakeholders involved to ensure continued alignment on material issues
- Set additional ESG targets for our material topics
- Implement decarbonization strategy and practices



2024

- Implement zero-cost recommendations from energy assessments
- Evaluate applicability of European CSRD regulations
- Finalize decarbonization strategy to set forth roadmap for GHG emissions reduction plan
- Update Scope 1, 2 and 3 emissions
- Publish annual ESG report



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- 20 Clinical Trial Standards and Programs
- 23 Towards Greater Access
- 26 Meaningful Impact with Product Donations
- 27 Investing in Our Communities

In All We Do, Our Customers, Patients and Colleagues Come First

Excellence is our hallmark in every aspect of our business. We express this commitment every day by being supportive, transparent and accountable to our stakeholders, including healthcare providers and their patients, our colleagues, suppliers, and other business partners and all the communities in which we operate and serve.

Through technologies that transform care, we restore health, improving the lives of patients around the world. Product safety, patient welfare, community relations, and affordability and access are central concerns for Integra and we focus our efforts on continuous improvement in these areas.



Restoring Lives and Our Commitment to Customers and Patients

At Integra, all our efforts are focused on developing the products and services that restore patients’ lives.

Product safety and quality are critical to realizing this commitment. We have many policies and processes aimed at ensuring we create quality products; at the same time, we are always looking for opportunities to further strengthen our commitment to quality. We continuously improve our Quality Management System (QMS) to meet the highest and most current quality standards.

Our Quality Policy Provides the Framework

Integra’s QMS starts with our quality policy, which provides a framework for our quality objectives. Our executive leadership team is responsible for the establishment, implementation and maintenance of our QMS and the development of objectives and processes to monitor its effectiveness. The QMS policy is prominently displayed in every Integra facility to reinforce our commitment to quality. We review our quality policy quarterly to make sure we are meeting our commitments.

Colleagues Ensure We’re on Track

All Integra colleagues participate in quality training to understand the laws, policies and procedures applicable to their roles. The training ensures colleagues’ awareness that they are a critical part of meeting our quality objectives. Annual QMS training includes reminders of how our work impacts patients’ lives.

Specific roles require additional training to outline the risks to patients if our quality falls short. This includes training on defect awareness,

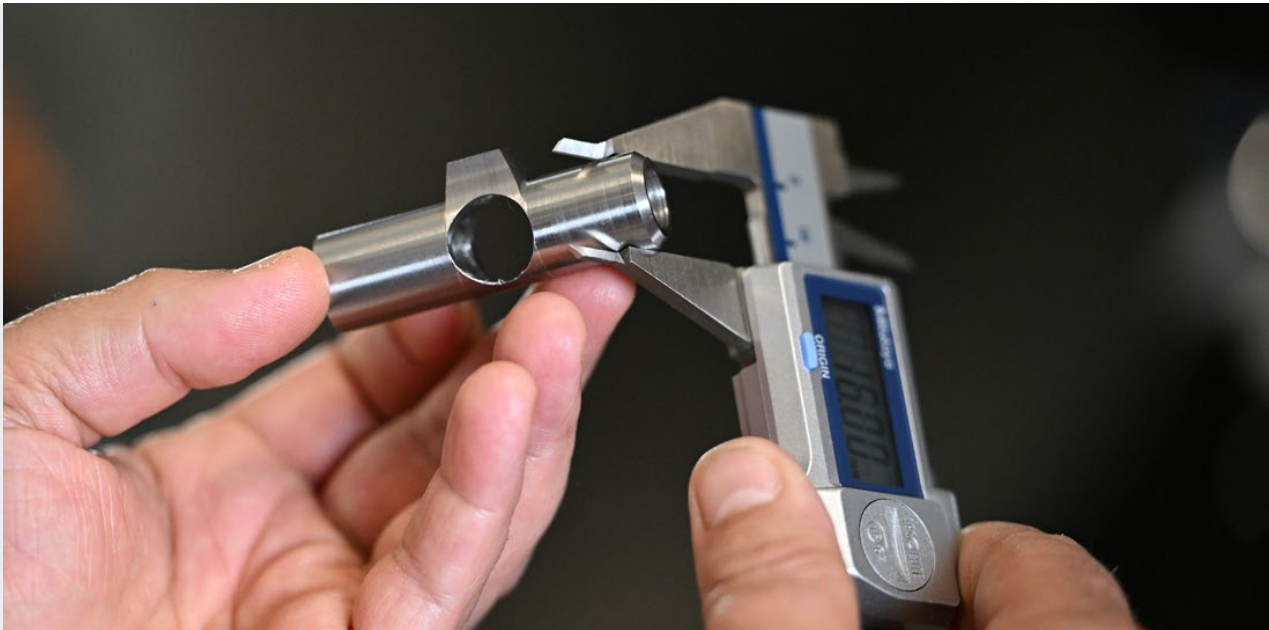
so that colleagues understand the importance of performing their jobs well and how to identify issues that may impact product safety. Manufacturing associates are required to understand how the improper function of equipment or a failure to follow processes can cause defects. We conduct this awareness training at least annually.

To avoid defects and deliver the highest-quality products, Integra also adheres to Good Manufacturing Practices (GMPs), Quality System Regulations (QSRs), Good Laboratory Practices (GLPs), Good Tissue Practices (GTPs) and guidelines for clinical studies.

INTEGRA'S QUALITY POLICY:



- The companies of Integra LifeSciences stand for integrity—of our people, our products and our partners.
- We are committed to providing lifesaving products that are safe and effective.
- We are committed to continuously improving the effectiveness of our Quality Management System, our products and our services.
- We are committed to meeting the regulatory requirements and to satisfying the needs of our customers and partners.
- We strive to deliver high-quality products and services to achieve total customer satisfaction.
- The products manufactured by the companies of Integra LifeSciences provide state-of-the-art medical technology that improves the quality of life for the patients we serve.



Restoring Lives and Our Commitment to Customers and Patients

Applying Innovation Across the Product Lifecycle

Integra uses innovative processes and procedures for the design, development and commercialization of safe and effective products, which is the critical first step of applying an innovation lens to our product lifecycle. In 2023, Integra’s Tissue Technology division introduced an enhanced front-end-process to allow us to more effectively evaluate and prioritize where we deploy resources for patient impacting projects and initiatives.

Our procedures include:

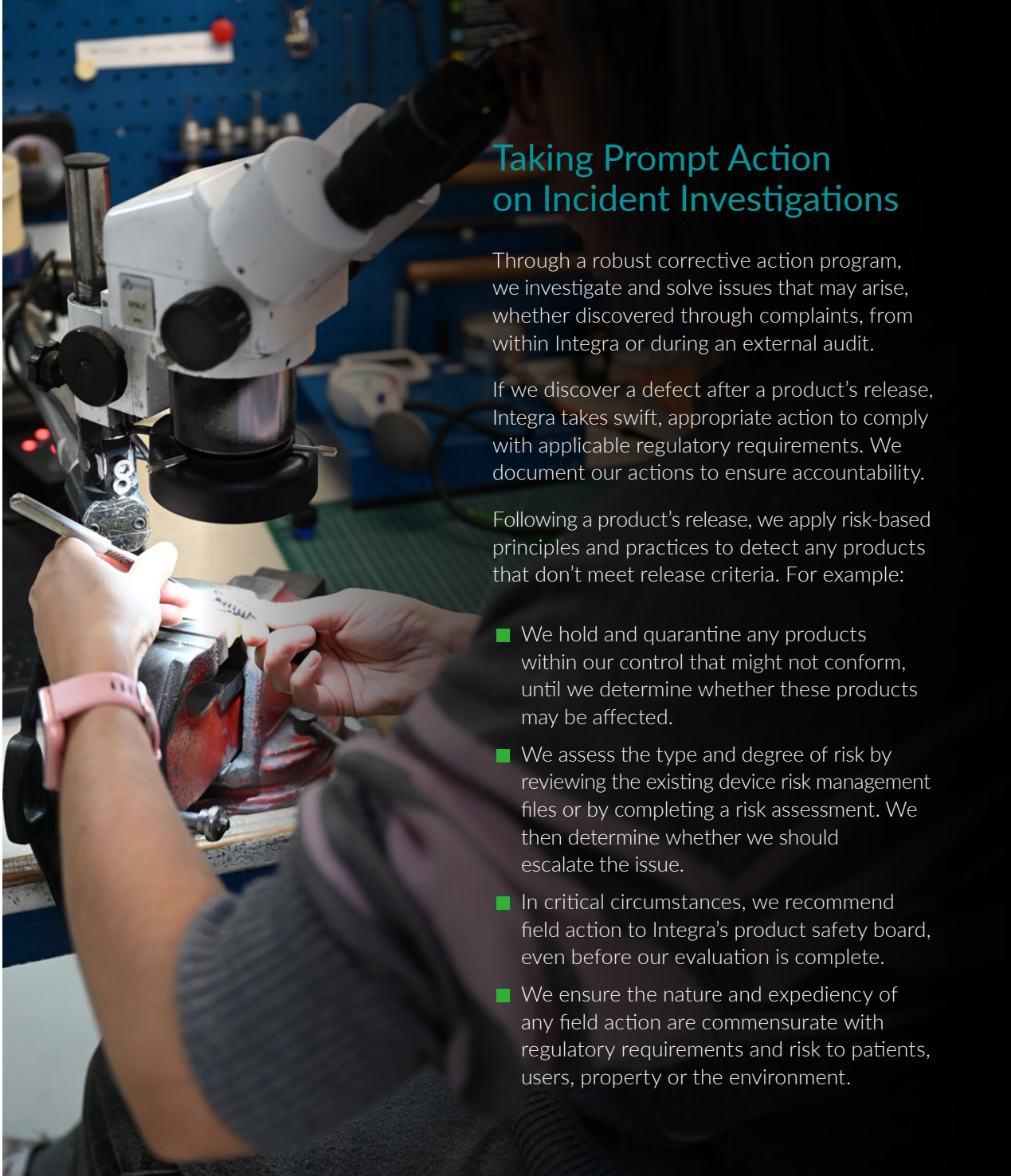
- User, patient and health agency requirements, including FDA 21CFR, EU MDD/MDR (Medical Device Directive and Regulations), and electronic, mechanical, software and tissue-particular industry standards (IEC, ISO, ASTM, AATB);
- Verification and validation testing to ensure products keep to defined requirements;
- A risk management program so potential hazards are identified and mitigated before product release;
- Ongoing monitoring of product performance and improvements.

To ensure we meet product requirements, Integra monitors, measures and documents product characteristics at various points throughout the product lifecycle. We manufacture all Integra products to specifications based on functionality, safety and efficacy, and their intended use. With

rigorous testing and inspection, we verify our products meet predefined performance and quality criteria. Our quality system tracks the identity of the person and the equipment conducting the pre-release testing and inspections.

A critical part of the lifecycle takes place after the launch of a product. Our QMS post-market surveillance program monitors product performance and safety through product investigations and customer feedback. Integra’s product safety board is guided by our product risk management program. The board includes senior executives from Medical Affairs, Quality, Regulatory and Legal. The product safety board reviews all potential field actions and monitors trends in adverse-event reporting on at least a monthly basis.

Our program for end-of-life product management defines the guidelines to establish and maintain a Product Lifecycle Management Program as Integra develops products from conception through end-of-life of a device. It includes the review of new regulation applicability and product changes against regulation requirements to ensure ongoing compliance within the markets where the product is sold. Each product family is risk-assessed quarterly. These ongoing reviews help us understand the performance of our products, and ensure continued compliance with regulations, securing quality improvements year over year.



Taking Prompt Action on Incident Investigations

Through a robust corrective action program, we investigate and solve issues that may arise, whether discovered through complaints, from within Integra or during an external audit.

If we discover a defect after a product’s release, Integra takes swift, appropriate action to comply with applicable regulatory requirements. We document our actions to ensure accountability.

Following a product’s release, we apply risk-based principles and practices to detect any products that don’t meet release criteria. For example:

- We hold and quarantine any products within our control that might not conform, until we determine whether these products may be affected.
- We assess the type and degree of risk by reviewing the existing device risk management files or by completing a risk assessment. We then determine whether we should escalate the issue.
- In critical circumstances, we recommend field action to Integra’s product safety board, even before our evaluation is complete.
- We ensure the nature and expediency of any field action are commensurate with regulatory requirements and risk to patients, users, property or the environment.

Restoring Lives and Our Commitment to Customers and Patients

Reporting and Auditing for Quality

We undergo regular internal and external audits for our products and services. While this is a regulatory requirement, it also provides a valuable outside perspective on what we are doing well and areas for improvement.

Integra is subject to auditing by country-specific regulatory bodies like the United States Food & Drug Administration (FDA) and the French National Security Agency of Medicines and Health Products (ANSM). We also undergo auditing by various notified body organizations designated by European Union countries to assess our compliance with applicable regulations and a review of our QMS and post-market surveillance. We evaluate audit results and address any identified issues through our nonconformance process, allowing us to address root causes to prevent future nonconformities. In prioritizing the safety of our customers and patients, we report adverse events to regulatory agencies as directed by regulations.

Results from internal and external audits are used as part of Integra’s global audit program. When an audit identifies gaps or best practices, we implement improvements to the quality management system globally.

Integra uses a documented complaint-handling process that takes into account applicable regulatory requirements. The process guides the timely handling of complaints, including:

- Recording information
- Determining whether feedback is a complaint
- Investigating complaints
- Determining the need to report to regulatory authorities
- Handling complaint-related product
- Determining any field action(s)

Finally, we retain complaint communications and related records based on our document-retention policy to maintain transparency and accountability.



Key Quality Indicators



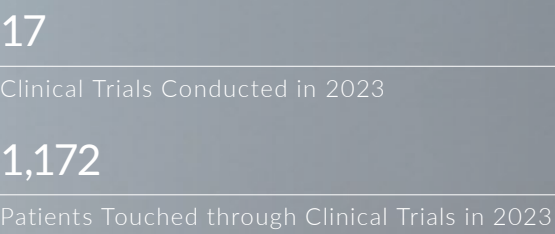
	2023	2022	2021
Inspections by worldwide regulatory agencies*	35	48	44
Percent with zero observations	66%	67%	57%
Percent with one or fewer observations	73%	85%	67%
Number of corporate audits	15	28	24
Number of FDA Warning Letters	1	0	0
Number of FDA Warning Letters resolved**	0	0	0
Number of FDA Class 1 recalls	1	1	0

*Includes FDA and Notified Bodies (BSI, DEKRA) and Health Authorities (ANVISA, ANSM), and Electrical Certification Bodies (UL).
**Two warning letters, from 2019 and 2023, remain open.

MANUFACTURING SITES HOLDING ISO 13485:2016, MDSAP AND MDD/MDR CERTIFICATIONS	QMS CERTIFICATIONS	NUMBER OF LOCATIONS
	ISO 13485	16
	MDSAP	13
	MDD	6
	EUMDR	5
	UKCA	2

Clinical Trial Standards and Programs

Clinical trial research supports better decisions around patient care and assists patients in making informed choices about their health.



Conducting clinical research where we will market our investigational products allows regulatory authorities to evaluate our product applications to ensure post-trial access to our products. It also allows payers to evaluate the data in the context of their insurance coverage decisions.

Integra's clinical trials are designed with scientific rigor and generate data to allow us and regulatory authorities to assess the safety and/or effectiveness of Integra products for their intended uses. We conduct clinical trials according to the highest ethical standards and current laws and regulations, including the International Conference on Harmonization (ICH) Guidance, the Declaration of Helsinki and Guidelines for Good Clinical Practices (GCP), to safeguard proper oversight and patient safety. To ensure full understanding of the risks and benefits associated with participating in our clinical trials, all participants must provide their informed consent before entering a study.

Informed consent is guided by our Global Standard Operating Procedure (GSOP) for Clinical Study informed consent requirements. This is part of Integra's worldwide corporate policy on clinical operations. The GSOP sets forth requirements for informed consent in every trial, provides regionally specific templates reflecting language required by local regulations and provides a mandatory checklist to confirm the presence of required informed consent elements prior to use. The process for creating informed consent documents is applicable to all Integra-sponsored trials, whether conducted internally or outsourced, to ensure that participants provide their free informed consent prior to participating in a trial. Additionally, a grievance mechanism for trial participants is provided to the participant in the informed consent to ensure they understand their rights and have a pathway to escalate grievances to independent review boards/independent ethics committees so they can be appropriately addressed. As Integra's products are medical devices either used during a procedure (e.g., surgery) or implanted into the

patient, there is typically no need to provide specific considerations of "post-trial access." However, should such a situation arise, access to treatment post participation in the study is stated in the consent.

Ensuring Participant Safety and Quality Data

Integra's worldwide corporate policy on clinical operations, approved by our Medical Affairs executive team, establishes the framework for all processes that are part of the design, planning, oversight, closure and reporting of clinical trials. As described above, our approach is rooted in GCP and in line with international guidance and standards. This includes not only ICH, but also the United States Code of Federal Regulations, the European Medical Device Regulation and the International Organization for Standardization.

To further protect human subjects, our GSOPs provide instruction for obtaining approval from an institutional review board, independent ethics committee, and applicable national regulatory authorities or bodies, as well as obtaining informed consent from research participants. Adverse event handling and oversight occur via medical monitoring and clinical events committees. Additionally, there is oversight of both internally and externally managed studies, including criteria for developing clinical investigation monitoring plans for recording, reporting and escalating protocol compliance issues, and for clinical investigation audits.

Our policy also ensures clinical trial staff are trained and knowledgeable about regulatory requirements, compliance, our processes, participant rights and safety, and ethical standards. Our colleagues responsible for the conduct of clinical trials maintain GCP certifications through CITI Program GCP training,

Clinical Trial Standards and Programs

a peer-reviewed training platform used by approximately 1,500 institutions. These courses cover applicable U.S. FDA regulations, ICH E6 (R2) GCP principles and practices, and the ISO 14155:2020 standard.

In addition, our investment in advanced digital platforms allows us to conduct, monitor and provide oversight for implementation of remote clinical trials while ensuring adherence to processes and procedures, as well as quality and accountability. Oversight and monitoring of clinical trials occur regularly according to written monitoring plans both for trials conducted directly by Integra and those outsourced to a clinical resource organization (CRO). We conduct thorough risk and impact assessments to ensure we control critical parameters such as patient safety and privacy protections during our research. Where appropriate, Integra assigns independent clinical evaluation committees, data monitoring committees or data safety monitoring boards to evaluate the safety and performance of our products throughout trials.

Clinical Trial Transparency, Data-Sharing and Disclosure

Prior to starting, and throughout the phases of a trial, Integra registers each phase of our clinical trials in credible and public databases such as the [U.S. National Library of Medicine's ClinicalTrials.gov](#), the [European Clinical Trials Information System](#) and the [World Health](#)

[Organization's International Clinical Trials Registry Platform](#). We regularly update the information in these databases, including results from both completed and terminated trials. Additionally, Integra also registers trials in local jurisdictions when required by local regulations.

After a trial is complete, Integra discloses the outcome and raw data of primary and prespecified secondary endpoints on [www.clinicaltrials.gov](#), according to timeframes established by law. Studies must be registered within 21 days of the enrollment of the first patient or per applicable local regulations. When results are available upon completion or termination of a study, they are posted to the applicable registries per their requirements. If no requirements are stated, results are to be posted within 12 months of completion or termination of the study.

We also report our results, whether positive, negative or inconclusive, through public databases, professional meeting presentations or peer-reviewed journals. For any study where a manuscript would be submitted to a scientific journal for publication, Integra follows the criteria specified by the [International Committee of Medical Journal Editors](#) to ensure best practice and ethical standards in the conduct and reporting of research and other material published in medical journals.

Prioritizing Women's Health

Breast cancer is the most common cancer globally, making up 25% of total new cancer cases diagnosed in women. In the United States, about one in eight women—or 13%—will develop invasive breast cancer during their lifetimes. Women with early-stage breast cancer often require surgical treatment, and an increasing number choose to have a mastectomy. During a mastectomy, the breast tissue is removed, and many women elect to then have breast reconstruction surgery. Breast reconstruction surgery plays a significant role in survivorship and quality of life. In fact, U.S. federal law requires most group health plans and insurance companies to cover reconstruction following a mastectomy.

In 2022, there were more than 150,000 breast reconstruction surgeries performed in the U.S., and 54.5% of breast reconstruction procedures included the use of tissue

expanders and implants. As part of implant-based breast reconstruction (IBBR) procedures, surgeons often use acellular dermal matrix (ADM) or surgical mesh for soft tissue support. To date, there is no ADM or surgical mesh approved by the FDA for the specific use in IBBR.

At Integra, our product development and clinical research is aimed at delivering products for patients that set new and improved standards of care, including for patients undergoing breast reconstruction. Integra subsidiary Surgical Innovation Associates is conducting an FDA-regulated investigational device exemption multicenter clinical trial in the U.S. The trial is evaluating clinical outcomes with DuraSorb®, a resorbable monofilament surgical mesh, implanted in subjects undergoing two-stage implant-based breast reconstruction—with plans for a future PMA submission. Full enrollment of 167 patients across seven major academic hospitals around the U.S. was achieved in 2023, with primary follow-up milestone one year after DuraSorb® implantation.



Clinical Trial Standards and Programs

Improving Health Outcomes for Intracerebral Hemorrhages

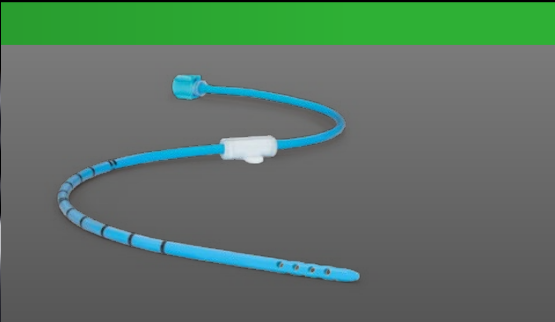
To improve healthcare outcomes, Integra is supporting clinical trials on new technologies to treat various forms of hemorrhagic stroke. In the U.S., Black, Hispanic and Asian Americans experience excessively high incidence rates of hemorrhagic stroke compared with white Americans. Women experience higher rates of subarachnoid hemorrhage than men, and overall blood pressure management is less controlled in Black and Hispanic patients, as compared with white patients, after having suffered a hemorrhagic stroke (Kalasapudi, L., et al., 2023).

Integra is currently sponsoring a prospective, multicenter study to evaluate the performance and safety of the CerebroFlo® external ventricular drainage (EVD) catheter during the treatment of intraventricular hemorrhage (IVH), defined as

spontaneous primary IVH or secondary IVH due to ruptured aneurysm. EVDs allow for drainage and monitoring of cerebrospinal fluid (CSF) from the ventricles of the brain to reduce intracranial pressure to monitor and provide temporary drainage of CSF and to monitor increased intracranial pressure (ICP).

Following placement of an EVD catheter, several complications related to obstruction, and interventions to resolve the obstruction, contribute to increased risk of intracranial hemorrhage and infection. EVD catheters may become occluded through misplacement, migration, tissue debris or thrombotic obstruction, which are fairly common complications in patients with hemorrhagic stroke.

Integra CerebroFlo catheters are incorporated with Endexo® technology to effectively minimize the incidence of catheter occlusion due to blood in the CSF. By reducing absorption of proteins, platelet adhesion and activation (thrombus formation), the CerebroFlo EVD catheter with Endexo technology has shown a significant decrease in thrombus formation by 99% in-vitro when compared with an equally sized EVD catheter without Endexo. This clinical trial is designed to show similar efficacy during clinical use, focused on minimizing complications associated with EVDs in a very acutely ill patient population.



CEREBROFLO® EXTERNAL VENTRICULAR DRAINAGE (EVD) CATHETER WITH ENDEXO® TECHNOLOGY



Towards Greater Access

We take a broad strategic approach to expanding access to our technologies. Market support activities, educating physicians and patients, fair pricing of our products, and advancing value-based healthcare initiatives are all part of our strategy.



Enhancing Patient Access to Our Technologies

Integra’s market access team is focused on expanding patient access to our technologies in three central areas:

- 1

Communicate product value and competitive advantages, through scientific manuscripts and health economic analyses.

Payers increasingly require rigorous clinical evidence to determine health insurance coverage for procedures and products. Our evidence strategy guides our clinical studies to support different products across the continuum of care settings. The market access team provides input on the evidence a product needs to gain coverage and appropriate reimbursement, including clinical and economic outcomes and monitoring competitive benchmarks for the studies being conducted. This helps determine each product’s market access needs and the type of study likely to meet payers’ various requirements.

Integra’s Aurora platform technology is being developed to expand treatment options for patients with brain lesions. The minimally invasive technology will be used to gain access to the brain via an 8- or 15-millimeter tube equipped with a high-resolution camera with lights to treat brain tumors or stop a brain bleed, which has the potential to reduce complications and provide a quicker recovery. The result is improved clinical and patient quality outcomes, greater productivity, and lower use of operating room time, as well as lower costs to the care system.
- 2

Execute health economic projects to improve funding and the reimbursement status of Integra technologies.

This is especially vital in the U.S., where healthcare often depends on peoples’ insurance coverage.

Integra wants to make sure patients can obtain access to our products when needed by using published clinical evidence to ensure commercial payer coverage. For example, Integra has established a reimbursement hotline to offer assistance, answer questions and provide information to healthcare personnel and our website has resources on reimbursement information on our surgical solutions.

In addition, Integra provides a program to assist with insurance benefit verification and pre-authorization of any procedure involving our products.

Integra’s market access team also liaises with U.S. officials and the U.S. Centers for Medicare and Medicaid to ensure reimbursement of our products under government programs on a quarterly basis to ensure the proper coding and reimbursement amounts for products. Many insurers closely follow government coverage decisions.
- 3

Coordinate communications with health authorities and trade association groups.

We prepare and present data to payers to gain coverage of our products by their plans and participate in industry initiatives such as AdvaMed (Advanced Medical Technology Association), the world’s largest medical technology association.

Integra invests in clinical studies that support expanding indications and improving insurance coverage. Further, our market access team provides information to key stakeholders for the purpose of improving the coverage of our products. One initiative for improving patient access is IBBR, where currently no products are indicated for this use by the FDA. Integra is investing in the clinical evidence, regulatory process and upgrades to manufacturing facilities to gain PMA approval for our products to be used in these procedures. In parallel, the market access team works to expand commercial insurance coverage by presenting the clinical and economic data to payers.

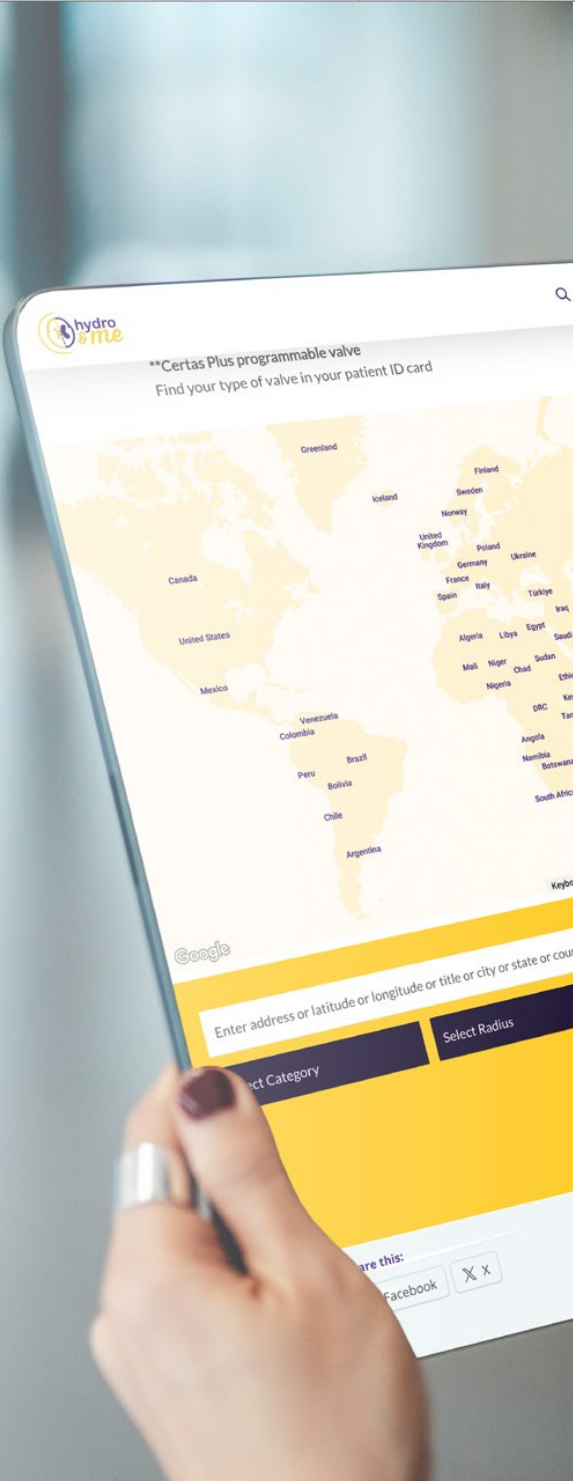
Additionally, on certain products, Integra offers a “product guarantee” to cover the cost of the product in the event of an unsatisfactory outcome. From time to time, Integra will donate product free of charge for disaster relief.



Towards Greater Access

Keeping Patients and Providers Informed

Patients and providers alike benefit from education for enhanced care. That is the aim of our supplemental support on specific disease states and associated products. For example, our website hydroandme.com educates and supports patients and family members in Europe, the Middle East and Africa on hydrocephalus, a buildup of fluid in the brain. The website includes comprehensive information, in patient-friendly narrative, on the patient journey from symptoms to diagnostics and treatment options. Another feature is a locator tool for expert treatment centers globally that are equipped to manage our hydrocephalus medical devices. Patient associations across the region also have access to this information through collaborations with other online platforms such as the U.K.'s Shine charity association.



Best-in-Class Professional Education



Our professional education outreach is part of our commitment to encouraging a collaborative and compliant environment for the effective delivery of creative and purpose-driven learning experiences. This includes opportunities for training on the safe and effective use of Integra's devices. In addition to using webinars and cadaver labs for education, Integra also offers two websites for physicians: Codman Academy and the Integra Tissue Academy, which we recently launched in Europe and is now being expanded to all international regions that have similar initiatives, such as the Institute of Scientific and Technical Information (ISTI) in China. These online resource centers provide best-in-class medical education to train healthcare professionals and support positive patient outcomes. We also support awareness efforts for pediatric conditions such as craniosynostosis and complications after cranioplasty—conditions that cut across both our

specialty areas. To assist physicians in treating these complex conditions, we've partnered with a supplier to provide advanced anatomical models that effectively replace training in cadaver labs, allowing physicians to practice these difficult techniques without the need for cadavers.

In addition to our direct efforts, we have crucial partnerships with medical societies and associations. These are both regional, such as the European Society for Pediatric Nephrology and the European Association for Neurosurgery, and global, including the World Federation of Neurosurgical Societies, the International Society of Pediatric Neurosurgery and ISHCSF (the global hydrocephalus society). In addition, Integra recently launched collaboration with societies in the area of liver surgery and gynecology in conjunction with the expansion of our portfolio and range of our clinical solutions.

2023 INTEGRA PHYSICIAN ACADEMY EDUCATION EFFORTS BY THE NUMBERS

14

Integra Courses

19

Societies & Associations

17

Sponsored Courses

8

Sales Trainings

22

Webinars

1,681

HCPs Following Our Initiatives

100

Videos in Integra Academy

Towards Greater Access

SPOTLIGHT ON OUR PRODUCTS' VALUE

Our experts in health economics and outcomes research are dedicated to demonstrating how our technologies bring value to patients, customers and healthcare systems. As a manufacturer, Integra supports value-based initiatives in multiple ways. This includes developing products that can reduce readmissions and enable shorter lengths of stay.



DURASEAL POLYETHYLENE GLYCOL HYDROGEL

For example, for our DuraSeal sealant platform products in the U.S., we have a value-based guarantee: If a surgeon precertified in proper DuraSeal application uses DuraSeal according to the manufacturer's instructions for use, and the patient experiences a cerebrospinal fluid leak that requires corrective surgery within 30 days, Integra will pay \$5,000 to the institution to help cover the cost of the second surgery.

FAIR AND EQUITABLE PRICING

Pricing is a crucial consideration for fair and equitable healthcare access. When developing our pricing strategy, Integra considers inflation and access, along with market realities for innovative, competitive medical technology companies. Our pricing programs and policies account for local circumstances and market dynamics, as well as the products' value to healthcare systems. By offering a range of price points, we can address different affordability levels. Our holistic approach to pricing our products considers multiple factors for determining fair and equitable pricing models. These factors include, but are not limited to:

- Type of procedure that uses the specific technology and the relevant reimbursement amounts
- Cost of goods to manufacture the products
- Investments made to develop the product
- Clinical research cost
- Level of support and education required to effectively in-service the product
- Competitive pricing



We also consider each country's reimbursement system, along with the specifications and requirements of tenders. At an enterprise level, our group purchasing organization and integrated delivery networks typically seek longer-term contracts and we will typically establish volume-based tiers or a similar approach to provide further discounts on an equitable basis.

Meaningful Impact with Product Donations

With the support of organizations that align with our values and need our products, our aim is to make a meaningful difference and change lives.

In 2023, we donated \$4.63 million in products to charitable organizations; that brings our three-year total to \$12.7 million.

\$4.63M

In Products Donated in 2023

\$12.7M

In Products Donated over the Past Three Years

In 2023, our product donations reached many countries in need due to political strife, natural events or underserved populations. This included donations through organizations that serve countries including Uganda, Nigeria, Honduras, Mongolia and Belize.

In addition, we donate products to organizations where our products can be used in teaching and research and development. The logistics of product donations are often complex, with many different regulatory and international rules, but we strive to make our products available.



SUPPORTING THE CATHOLIC MEDICAL MISSION BOARD IN EARTHQUAKE RELIEF EFFORTS

Integra donated surgical instruments to Catholic Medical Mission Board (CMMB) for earthquake medical emergency relief efforts. CMMB is an international, faith-based NGO providing long-term, cooperative medical and development aid to communities affected by poverty and unequal access to healthcare. The organization has local partners on the ground prepared to deliver urgently needed medicines, surgical supplies and hygiene necessities. Our donation was used by CMMB's partners in Syria in the aftermath of tragic earthquakes in Turkey and Syria in 2023. Through Integra's donations, the organization was able to supply high-quality surgical and other medical supplies to those on the front lines providing healthcare for earthquake survivors.



SUPPORTING CHILDREN IN HONDURAS WITH WORLD PEDIATRIC PROJECT

In 2023, neurosurgeon Dr. Gary Tye led a team of seven medical professionals in the 12th Pediatric Neurosurgery surgical week in Honduras, equipped with donations from various companies, including Integra's Codman Specialty Surgical equipment. Working alongside Dr. Osvaldo Fajardo and local neurosurgery residents from Escuela Hospital, the initiative helps build local capacity. A total of 12 children with complex neurosurgical conditions received life-changing surgery. The team evaluated and treated children with craniosynostosis, neural tube defects, Apert syndrome and tumors, among other conditions. This helped the local hospital reduce the surgical waitlist by bringing expertise and surgical supplies to a low-resource public hospital.



Investing in Our Communities

We are proud to give back to our global community—and the causes that matter to our colleagues and customers—through volunteerism and nonprofit partnerships.

Integra has a legacy of community investment in the areas where we operate, especially over the past few years, when the importance of charity has been especially great. We also provide support within the disease states that represent our business focus. In fact, each of our business segments has long-standing partnerships with organizations in our focus areas, including the Children’s Brain Tumor Foundation, the Phoenix Burn Society and the Hydrocephalus Association.

Our purpose to restore patients’ lives is deeply held at Integra. That’s why so many Integra colleagues give back in time and resources, whether supporting disaster relief efforts or participating in charity walks. Our Employee Resource Groups, businesses and other initiatives organize colleagues’ efforts.

Our Giving Profiles

Here are highlights of some colleague-driven efforts to give back through organizations we’ve partnered with over the years:



CHILDREN’S BRAIN TUMOR FOUNDATION

We’re proud of our long-standing support for the Children’s Brain Tumor Foundation (CBTF), a nonprofit organization dedicated to improving the treatment, quality of life and long-term outlook for children affected by a brain or spinal cord tumor. Since 2005, Integra, along with the Integra Foundation, has generously contributed to various programs and causes, including research support, education and advocacy for families and survivors. A highlight of our support includes our sponsorship of the annual Dream and Promise Awards Benefit, where CBTF honors and celebrates the resilience of families impacted by brain and spinal cord tumors.

In 2023, the Integra Foundation donated \$10,000 towards quality-of-life programs for families impacted by brain and spinal cord tumors. Total donations to date, from annual gala fundraisers to program grants, have reached over \$1 million.



PHOENIX SOCIETY FOR BURN SURVIVORS

For over 20 years, we have partnered with the Phoenix Society for Burn Survivors to make significant progress toward ensuring no one impacted by a burn injury has to navigate their journey alone. Our commitment to Phoenix Society supports the growth and enhancement of critical programs and resources such as:

THE PHOENIX SOAR (Survivors Offering Assistance in Recovery) program—a hospital-based peer support program offered in over 80 hospitals and burn centers, reaching survivors across the U.S..

PHOENIX WORLD BURN CONGRESS—the world’s largest gathering of burn survivors, their families, burn care professionals and the fire service industry.

THE RESOURCE MARKETPLACE—an online “hub” with learning tools, guides, a partner directory, templates, tools and more. The Marketplace supports survivors, their loved ones, burn care professionals and other organizations.

In 2023, Integra colleagues continued to support the organization through various giving opportunities. For example, the Tissue Technologies leadership team raised over \$2,850 during their annual holiday fundraiser.



SUPPORTING HYDROCEPHALUS AWARENESS

Integra has a strong relationship with the U.S.-based Hydrocephalus Association, which holds annual walks across the country to provide an opportunity for those impacted by hydrocephalus to connect and to raise funds for research, support and educational resources. In 2023, the Company supported more than three-quarters of the association’s walks with participation from 130 colleagues, raising \$27,000 for the organization. Several members of the Integra leadership team walked, including Jan DeWitte, president and CEO, Mike McBreen, executive vice president and president, Codman Specialty Surgical, and Chantal Veillon, executive vice president and chief human resources officer.

In the U.K., we continued our support for various charities, including SHINE and Harry’s Hat, advocacy groups focused on support for patients and families living with hydrocephalus.



Investing in Our Communities

Additional Giving

The spirit of giving time and resources to serve the communities where we live and work is very much alive at Integra. Here are just a few of the many volunteer events that our colleagues undertook last year.

INTEGRA CANADA:

Hosted a food drive for Thanksgiving and a toy drive for Christmas in the spirit of giving back to the community. Both had generous donations from colleagues from the office and the field sales teams to benefit Eden Food for Change and Toys for Tots.



INTEGRA CINCINNATI:

Integra Cincinnati has a long-standing tradition of supporting the local community and vocational schools, notably Cincinnati State, from donations of equipment and materials to mentorship and guidance to students supporting their Capstone projects. Last year, these efforts culminated in an outstanding first place win for the CSU's Cincy Baja Team in the 2023 Baja SAE Pilot Pull event.



INTEGRA AUSTRALIA:

Our colleagues in our Clayton office actively engaged in various community outreach programs throughout the year. In March, colleagues volunteered at St. Kilda Mums to sort and pack gently used clothes and toys to benefit vulnerable mothers and children, while supporting sustainability by stopping waste. Integra also donates old laptops to the Women and Girls Emergency Centre.



INTEGRA HQ:

Last December, Integra colleagues donated gently used books to support the Children's STEM Book Drive benefiting the Benjamin C. Gregory School in Trenton, New Jersey. Colleagues also came together to create bookmarks to accompany the books for the children of the local community.



Additional Giving

INTEGRA AÑASCO:

In celebration of the holiday season, Team Añasco came together to adopt 20 children in need through the Hogar de Ninos Jesus de Nazareth. They delivered a truckload of clothing, toys and supplies for these kids during the holiday season.



INTEGRA RIETHEIM-WEILHEIM:

The Integra Rietheim-Weilheim teams competed in a run/walk event throughout October that raised money to benefit an animal shelter in Spaichingen, Germany.



INTEGRA ST. AUBIN:

Colleagues came together in 2023 to support the annual blood drive to benefit local area hospitals.



INTEGRA TULLAMORE:

Last July, Tullamore colleagues collected donations for a local animal rescue, The OSPCA, a charity managed and run completely by a group of volunteers to prevent suffering, provide aid to sick, injured and stray animals, and provide subsidized neutering schemes.



Investing in Our Communities



The Integra Foundation: Our Philanthropic Arm

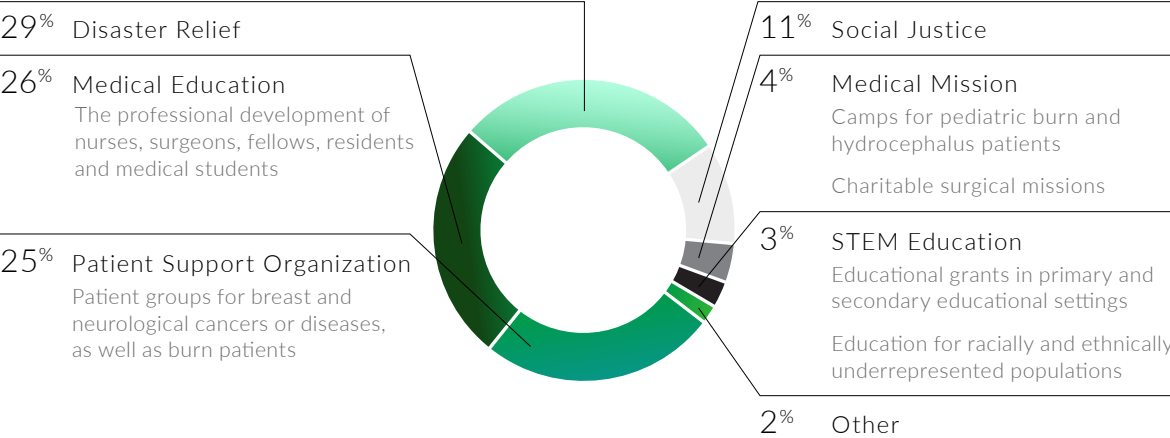
The Integra Foundation, a separate 501(c)(3) organization, is the philanthropic arm of Integra LifeSciences and is committed to improving patients' lives. The foundation awards grants to other nonprofits that support medical education in regenerative medicine, plastic and reconstructive surgery, wound care, neurosurgery, neurotrauma, and neuromonitoring. It also provides grants for needs-based patient support and health education programs in our clinical areas of focus and within our regional communities. The foundation has awarded millions of dollars in grants to a variety of organizations, making a meaningful difference in people's lives.

Learn more about the [Integra Foundation](#)

Integra Foundation Supporting Nonprofits Globally



2023 Foundation Grant Giving and Causes



ASSISTING IN EMERGENCY RESPONSE EFFORTS

The Integra Foundation is committed to alleviating suffering in times of crisis and awards significant grants each year to two medically oriented crisis response organizations, AmeriCares and Direct Relief. This funding approach enables active response preparation before disaster strikes as well as support in an emergency crisis response. Our annual grants supported AmeriCares and Direct Relief in relief efforts associated with the 2023 Hawaii wildfire emergency responses.



SUPPORTING MILITARY VETERANS AND FAMILIES

In recognition of sacrifices made by our military, the Integra Foundation makes grants to several military nonprofit organizations. These include the Dental Lifeline Network (DLN) Lifeline Heroes Challenge. Serious oral health conditions pose risks to veterans' health, and only about 3% of veterans receive dental care through the Veterans Administration. The DLN provides critical dental treatment for veterans. In 2023, through DLN, more than 980 dentists volunteered to treat and donate critical dental care for at least one veteran, with 941 veterans receiving \$3.7 million in donated care.



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- 34 ERGs Inspire a Culture of Inclusion
- 36 Cultivating a Culture of Growth and Development
- 43 Ensuring a Safety-First Culture

Our People Set the Bar for Our Success

Integra’s people are our greatest asset. From quality specialists to our sales team to cleanroom operators, our colleagues are motivated by the same shared goal: to restore countless lives through their work and support. In recognition of this dedication, we invest in our team members’ growth personally and professionally.

Our commitment to individual growth and team success is demonstrated through our diversity and inclusion (D&I) initiatives, our robust approach to colleague development, and a comprehensive program to support the health and safety of Integra colleagues.



In Support of a Diverse Workforce

We consider a diverse workforce, an inclusive culture and a welcoming work environment central to our business strategy and long-term success.

At Integra, our commitment to D&I is led by our board of directors and CEO. At all levels of the Company, attracting, retaining and developing diverse talent is a key priority. Our efforts are supported by our corporate human resources and chief diversity & inclusion officers.

Each year, executive leadership sets D&I goals for Integra, ensuring direct engagement by top leaders toward advancing D&I initiatives and promoting awareness throughout the Company. We hold ourselves accountable for achieving our D&I commitments.

We encourage a culture where colleagues feel welcomed and valued, where differences are encouraged, and where unique experiences and ideas are heard and applied. An inclusive and diverse organization advances our priorities and drives better outcomes for patients. Education is critical to cultivating a culture of inclusion. Programs on how to recognize and manage bias and how to value differences support Integra colleagues on this journey.

Through our Employee Resource Groups (ERGs), leadership councils and external partnerships, colleagues have the opportunity to create a welcoming culture and to provide feedback to our executive team about how we can improve further.



In Support of a Diverse Workforce

A Snapshot of Our Workforce

As of December 31, 2023, we had approximately 3,946 regular full- and part-time employees and 1,383 contingent, subcontracted and outsourced partners.

Approximately 70% of our employees are in the United States, 21% in Europe, 2% in Latin America and Canada, and 7% in Asia Pacific, which includes Australia and New Zealand.

We believe our Company is stronger when we build diverse teams and leverage broad perspectives. Diverse teams meet the needs of our shareholders, customers, colleagues and communities we serve.

Integra’s overall population is 48% female and 52% male. We strive for diversity in our

leadership ranks that is representative of our overall population. Through mentorship, sponsorship, recruitment efforts and development programs, we will grow our population of females in leadership roles at Integra. Currently, 43% of our executive leaders and 38% of senior leaders (nonexecutive vice presidents) are female.

Addressing Unconscious Bias

Across the globe, all colleagues have taken part in two mandatory programs to promote inclusion. The Introduction to Managing Unconscious Bias course creates awareness of unconscious biases in the workplace and introduces tools to build bias-breaking skills. The follow-on course, Practicing Inclusion, examines what inclusion in the workplace looks like. All colleagues have been required since 2020 to complete the two-part training and all new hires must complete it as well.

Strong Emphasis on Respect

As an equal opportunity employer, Integra is committed to providing equal employment opportunities to all qualified applicants and employees regardless of race, marital status, color, religion, sex, gender, age, national or ethnic origin, sexual orientation, gender identity or expression, genetic information, physical or mental disability, marital status, military or veteran status, or any other characteristic protected by law. In addition to compliance with applicable laws, the workplace culture of Integra includes mutual respect. A healthy and safe workplace, free from harassment, discrimination, intimidation and retaliation, is among our most important priorities as a company.

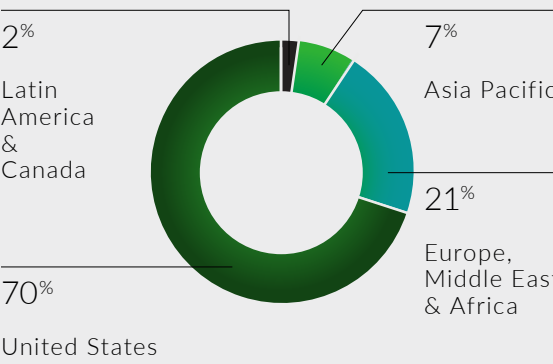
We have a robust anti-discrimination policy within our Code of Conduct that clearly states intolerance for discriminatory action of any



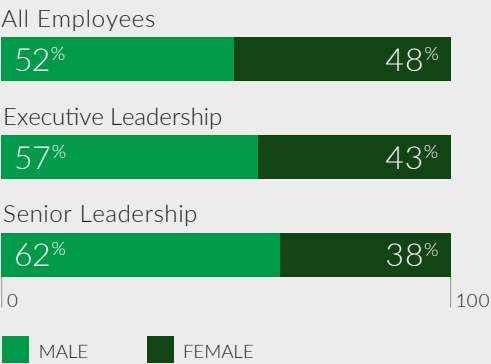
kind. The policy is not intended to regulate the personal morality of colleagues, but to foster a work environment free from harassment. We encourage colleagues to report any concerns of harassment, whether verbal, nonverbal or physical, to local management or human resources so we can secure a safe and healthy workplace for all.

For more information on our Code of Conduct, see page 50 in this report.

COLLEAGUES BY GLOBAL REGION



COLLEAGUES BY GENDER



PRIORITIZING DIVERSITY AND INCLUSION—YOU BELONG AT INTEGRA

In 2023, our annual weeklong educational event was “You Belong at Integra,” and its theme was inclusion. This is part of an intentional effort to prioritize D&I as critical to Integra’s success. It is important that our colleagues and leaders develop and build core capabilities to foster diverse teams, reduce decision-making bias and create an environment where everyone can be their authentic selves. During the week, colleagues across the Company were given opportunities to

develop those skills in a virtual event that featured external diversity thought leaders and the ability to participate in interactive panel discussions and workshops. Some of the topics addressed included Diversity Drives Results, Removing Bias from Talent Decisions, Inclusive Leaders, Gender-Inclusive Organizations, The Importance of Allyship, and Creating Sustainable Change. Integra’s Colleague Development Hub features recordings of the events and other tools to enable colleagues to learn, grow and thrive at Integra.

ERGs Inspire a Culture of Inclusion

At Integra, creating a diverse work environment where people feel welcomed and valued is a top priority.

Our seven employee-driven resource groups in 11 countries around the world are a vital part of fostering that culture.

Our ERGs are led by colleagues, with executive leadership as sponsors. They provide all colleagues with opportunities for education and growth, as well as for network-building. In addition, ERGs attract and retain diverse talent by building communities where colleagues feel supported, engaged and empowered. ERGs are stewards of our culture, providing colleagues with resources and education on important D&I topics that strengthen inclusive leadership and boost team dynamics.

~1 in 5

Integra Colleagues are Members of an ERG

~125

Colleague Workshops, Events and Activities, Both Virtual and in Person, Hosted by ERGs in 2023

SEVEN INTEGRA ERGS:

UNIDOS



This ERG has a mission to provide an inclusive space supporting all Hispanic and Latino employees in their career development journey as well as a space to demonstrate its cultures and values and engage in community outreach, mentoring and networking opportunities. Unidos welcomes all colleagues across the Integra network who identify as Hispanic or Latino or wish to support its people and cultures.

INTEGRA VETERANS ERG



This ERG supports veteran initiatives and raises awareness of veterans' contributions to Integra while showing appreciation for their service. During May, the group honors the sacrifices of service members. Its mission is to support Integra-focused veteran initiatives, raise employee awareness of veteran contributions to the organization, and recognize and show appreciation for our veterans and their service while enhancing employee camaraderie and diversity of thought.

BLACK EMPLOYEES UNITED AT INTEGRA FOR LEADERSHIP AND DEVELOPMENT



B.U.I.L.D.'s mission is to provide all employees—specifically those of African ancestry—with support, resources, and opportunities for leadership and development to enhance professional growth as well as networking opportunities and community engagement activities that align with Integra's mission. Its vision is to lead successful Integra initiatives through diversity, teamwork and a relentless focus on customer and community outreach.

INTEGRA INDIAN AMERICAN ERG



The mission of this ERG is to attract, develop and retain talent of Indian descent at Integra, to encourage networking, professional development and community service, and to educate all colleagues on Indian American history, culture and traditions.

ASIAN AMERICAN PACIFIC ISLANDER NETWORK



This ERG has a mission to support the advancement of Asian-American Pacific Islander (AAPI) colleagues and celebrate their contributions to Integra and our communities, while deepening the Company's understanding of the AAPI cultures and values. It also supports Integra to be an employer of choice for AAPI talent. It consists of AAPI colleagues from the U.S. and Canada and has four areas of focus: professional development, networking and social connections, celebrating Asian culture and values, and community service. Throughout the year, the network sponsors professional development workshops, roundtable sessions and social events for its members.

WOMEN OF INTEGRA NETWORK (WIN)



The Women of Integra Network (WIN) is a platform to drive professional development and advancement of women across the organization. Integra is committed to diversity and inclusion and places a high value on women's empowerment, advancement and equal representation at all levels of the organization in the belief that engaging the power of women at work drives successful companies and the elevation of women's careers. WIN focuses on collaboration, communication, mentoring, visibility support, skill development, speaker programs, fitness and mindfulness. With 20 chapters globally, WIN members focus on the value diversity can bring to Integra, shaping Integra into a place where women want to be and can have successful careers.

PRIDE



This ERG focuses on the lesbian, gay, bisexual, transgender and queer (LGBTQ+) community and fosters inclusivity while providing personal and professional support to colleagues.

ERGs Inspire a Culture of Inclusion

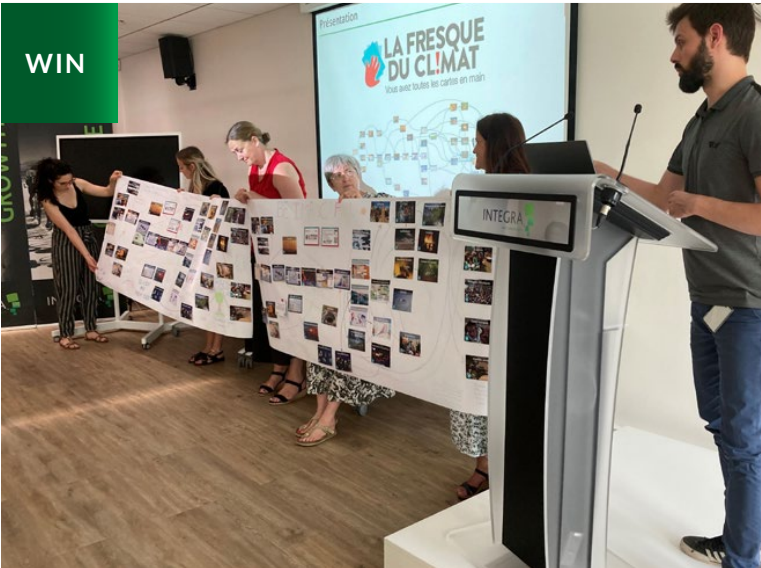
EMPLOYEE RESOURCE GROUPS IN ACTION



The network celebrated AAPI Heritage Month, recognizing the AAPI community and raising cultural awareness at Integra LifeSciences. In addition, for the second year in a row, the AAPI Network sponsored the Integra dragon boat crew to compete in the annual Mercer County Paddles for Pink dragon boat race to benefit local breast cancer programs that provide free services to breast cancer patients and survivors.



In 2023, the Pride ERG celebrated the LGBTQ+ community at Integra by observing International Transgender Day of Visibility and National Coming Out Day and participated in Pride Month with a Q&A session with LGBTQ+ advocate Zaylore Stout, author of “Our Gay History in Fifty States,” and hosting Drag Bingo.



The WIN chapter in Lyon, France, organized a workshop with the “Climate Fresk” climate education tool. Participants took part in a fun and creative workshop with the aim of raising awareness about the science behind climate change and empowering colleagues to take action. With the help of a trained facilitator, participants used cards based on an Intergovernmental Panel on Climate Change report to create Fresco, a collage representing the complex cause-and-effect web that defines the climate crisis. This was a first-of-its-kind event for Integra French colleagues, and the group collaborated on a brainstorm session of possible solutions to reverse the climate trend.



Some of our founding Unidos members gathered at the Princeton, New Jersey, HQ building for their first group photo.

Cultivating a Culture of Growth and Development



In our commitment to transform surgical, neurologic and regenerative care, we invest in our colleagues, who are integral to our mission as a company.

Our comprehensive human capital development programs are designed to support the personal successes of our colleagues, because without them, we could not secure the success of our business.

Building Our Talent Pipeline

Our success relies on attracting top talent and engaging new hires at the start of their Integra journey.

In 2022, we started an early talent program, which provides support to diverse college students while building our early-talent pipeline. We do this by fostering long-term partnerships with Historically Black Colleges and Universities, predominantly Black institutions, and Hispanic-serving institutions that are near our sites. We also attend and host career development workshops, professional panels and career fairs. Integra welcomed our first cohort of early talent in September 2023. Five early talent associates currently participate in our pilot, which has been an excellent opportunity for recent college graduates to gain hands-on experience, learn from and network with industry experts, participate in developmental workshops, and contribute to real-world projects. Upon joining the Company, the associates attended two days of onboarding activities and a tour of our collagen manufacturing center, led by global operations colleagues. They were also assigned an Integra mentor to provide guidance, support and advice and help them navigate the corporate landscape, including opportunities to collaborate with cross-functional teammates to develop their skills.

Internships, apprenticeships and a rotational program for high-potential new graduates are other ways that Integra strengthens our early-talent pipeline. Our rotational program helps



recent graduates launch rewarding careers in the medical device industry. Program associates grow their skills through high-quality work assignments, mentorship from senior leaders, and training and certification opportunities. During this two-year-plus program, associates move through three nine-month rotations in quality, clinical and regulatory affairs, and operations. After the participants complete the rotational program, they transition into full-time roles, equipped with early learning and experience that helps advance their careers. In 2023, eight new colleagues joined Integra as part of the Company's premier rotational leadership program.

A summer internship program for college and graduate students is part of our commitment to investing in young talent, fostering innovation and building a strong pipeline of skilled individuals who will become our next generation of leaders.

Whether our new hires are early talent or experienced professionals, our hiring managers guide new Integra colleagues through a robust onboarding process that includes a partner-up program and tips and checklists to ensure a smooth entry onto the Integra team.

Cultivating a Culture of Growth and Development

In a Learning Culture, Constant Room to Grow

Opportunities for learning can happen inside a classroom, in day-to-day work or specific learning events. At Integra, we offer colleagues multiple ways to learn and grow. Continued development is crucial to colleague job satisfaction, retention and career advancement—and is imperative for business success. As part of our lifelong learning culture, we offer both on-the-job training and formal learning programs to foster colleagues’ skills and capabilities.

Experiential Learning: We empower managers to give their teams on-the-job learning such as job shadowing, rotations and stretch projects.

Collaborative Learning: We provide opportunities to learn through peers and leaders, including mentoring, coaching, networking and ERGs.

Formal Learning: We provide leadership development workshops, critical skill learnings, sales seminars and access to certifications relevant to their career paths. For example, Culture Map is a team-building workshop to better understand teamwork across cultural differences and how that impacts communication, decision-making and collaboration. A career development workshop helps colleagues understand their strengths and areas for improvement, how to further develop, explore career opportunities, and engage in effective networking and learning opportunities.

Colleagues are encouraged to discuss development with their managers. Managers may recommend skills-based training (technical, sales, leadership ability). In addition, Integra offers and pays for external, job-specific development programs. In an Integra partnership with a local university, colleagues can take courses toward a degree.

Among the trainings for Integra colleagues are sessions focused on communication styles, presenting with impact and influence without authority. Managers receive training in performance management, including how to effectively evaluate, write and deliver a performance review, manage colleague performance, and promote satisfaction.

Intellectual curiosity is a key ingredient in our colleagues’ growth journey, inspired by a desire to learn and develop their knowledge, skills and abilities. Both managers and colleagues are encouraged to have career development conversations on a regular basis, taking advantage of tools to better facilitate and guide those conversations. Whether it’s skills-based training, a local college course or an introduction to a mentor, our managers and colleagues collaborate to create a development plan in which curiosity can thrive.



Cultivating a Culture of Growth and Development

Annual Tuition Reimbursement Opportunity

For our colleagues in the U.S., there is an opportunity to participate in Integra's tuition reimbursement program. This covers 100% of tuition and fees, up to \$5,250 per calendar year. Courses must relate to the colleague's current role or help them qualify for a lateral or step-up position.

FOR NONDEGREED IT TALENT, A CHANCE TO GROW









As part of our commitment to grow the next generation of leaders in our communities, Integra has a long-standing partnership with the ITWorks program, part of Tech Impact. ITWorks prepares young adults for entry-level IT careers without the need for a degree. Over the 16-week program, these students, ages 18 to 26, earn up to two professional IT certifications and receive more than 100 hours of soft-skills training. Participants are then placed into a minimum five-week, tech-related internship at area organizations—including Integra. In April 2023, Integra hosted the sixth consecutive annual session of an ITWorks Friday session.

As part of the soft-skills training, Integra Information Services colleagues have hosted a Friday session every year since 2018. These Friday sessions give students access to Integra's IT senior leaders so they can learn about career paths in IT and what skills and training are needed for success.

Over the past six years, Integra has sponsored 10 ITWorks interns, with more planned. In addition, Integra has onboarded two full-time hires from the program.

Developing Integra's Leaders

Eight global leadership competencies comprise a consistent set of expectations for our leaders:

- **BUILDING TALENT PIPELINE**
- **COACHING AND DEVELOPING OTHERS**
- **DOMAIN EXPERTISE**
- **DRIVING PERFORMANCE AND ACCOUNTABILITY**
- **CREATING AN INCLUSIVE ENVIRONMENT**
- **CUSTOMER FOCUS**
- **LEADING CHANGE**
- **SETS DIRECTION**

We use these competencies to evaluate managers' performance annually. Dedicated resources guide development at every leadership level. For example, a management training program for new leaders bolsters skills such as effectively leading teams, resolving conflict and supporting team member development. All managers are eligible for the program.

Our talent acquisition team partners with leaders to forecast future hiring needs. As part of our succession-planning process, Integra facilitates the identification, development and advancement of high-potential talent.



Cultivating a Culture of Growth and Development

ELEVATING D&I IN HEALTHCARE

We partner with external organizations focused on inclusion in the workplace, including CEO Action for Diversity & Inclusion, the largest CEO-driven business commitment to advance workplace D&I, and the Healthcare Businesswomen's Association, a group dedicated to the advancement of women in healthcare. Through these partnerships, Integra benefits from a variety of tools, resources, events and thought-leadership opportunities to support our leaders and colleagues in taking action to advance diversity and inclusion.

THE EXCEL WOMEN'S LEADERSHIP PROGRAM

In a collaboration with The Leadership Edge, a company founded by women leaders dedicated to growing and mentoring women, Integra sponsors the EXCEL Women's Leadership program. The program accelerates the advancement of high-potential, mid-career female leaders into senior leadership roles.

EXCEL empowers high-potential women with leadership knowledge, practice and support as they navigate the critical early and middle steps of the leadership journey. EXCEL combines four large-group skills-building and interactive sessions with small-group, facilitator-led cohort meetings. This approach generates in-depth discussions and practical application of leadership skills in a highly supportive environment.

Every cohort meeting provides an opportunity to review and strengthen leadership development action plans. One-on-one coaching sessions are available midway through the program to address individual challenges, and again at the end of the program to finalize career strategies for advancement within their organizations.

The program has grown our pipeline of women leaders, with 60% of graduates earning promotion into roles with increased responsibility. In 2023, five of our high-potential female colleagues completed the EXCEL program.

“Being part of the EXCEL Leadership program allowed me to identify my strengths and areas of opportunities so I can better advocate for myself professionally. Moreover, the coaching and resources I received helped me understand how I can be more effective leading my team as well as a more effective collaborator that drives results.”

KENDALL CIRIACO, MBS, RAC, RCC
SENIOR MANAGER, REGULATORY AFFAIRS
TISSUE TECHNOLOGIES



Cultivating a Culture of Growth and Development

Women’s Leadership Council

Our Women's Leadership Council, established in 2017, is an action- and results-oriented advisory group of senior women leaders. The council's charter is to identify ways to attract and retain female talent, to advance the development of women into leadership roles, to boost cultural awareness of the values of inclusion and diversity in our Company, and to create development forums for high-performing women at Integra. In 2023, the council's membership was updated and its charter reaffirmed.

20

Women of Integra Network Chapters in 11 Countries Sponsored by the Council

Managing Colleague Performance and Promoting Satisfaction

Our performance management approach aligns our colleagues' individual objectives with organizational objectives in support of our business strategy. These occur in three stages of planning, coaching and assessing, distributed among the three annual processes of objective setting, mid-year check-in and year-end review.

Each year, colleagues complete formal objective setting and performance review processes

online. While human resources facilitates the process, colleagues and their managers work together throughout the year to set goals and assess themselves against them. In assessing performance, we evaluate not only whether an objective was completed, but how, in accordance with Integra's values. Leaders are also assessed on our eight global leadership competencies to ensure they are growing the next generation of Integra leaders.

2023 INTERNATIONAL WOMEN’S DAY CELEBRATION: #EMBRACINGEQUITY

On International Women's Day 2023, Integra colleagues globally came together to thank our female colleagues for their contributions to our success. International Women's Day (IWD), March 8, is a global day honoring the social, economic, cultural and political achievements of women. The theme was #embracingequity. Equity isn't just a nice-to-have, it's a must-have. A focus on gender equity needs to be part of every society's DNA. It is also critical to understand the difference between equity and equality. The aim of the IWD 2023 #EmbraceEquity campaign theme is to encourage conversation about why equal opportunities aren't enough. People start from different places, so true inclusion and belonging require equitable action. During the day, Integra held a prerecorded keynote from

renowned businesswomen and author Carla Harris, who shared her experience in becoming a successful leader, followed by a live panel discussion held by several members of the Integra Women's Leadership Council.



Cultivating a Culture of Growth and Development

Giving Our Teams a Voice

Listening to our colleagues is paramount. Integra conducts colleague engagement surveys every other year, and detailed results are shared with senior management and each department. In addition, engagement survey champions for each area work with their teams to understand the feedback and create action items against it. Survey actions are then submitted and tracked to ensure progress. This process monitors colleague engagement and creates an engaging work environment of continuous improvement. As we build out a more continuous listening strategy, we aim to increase more listening and feedback touchpoints with our colleagues and act on that ongoing feedback.

Focus on Competitive and Fair Compensation

Keeping our employees healthy, motivated and engaged is a top priority for Integra, and our Global Total Rewards program provides competitive compensation and benefits toward that goal. We offer competitive compensation directly linked to company and individual performance. Employees are also recognized and rewarded when they exceed the expectations of their roles. We also provide both fixed compensation (base salary) and variable compensation (short- and long-term incentives) to reward and retain high performers and key talent.

Variable compensation includes colleague recognition rewards, annual cash bonuses, stock awards and sales incentives. In addition, regular full-time employees in the U.S. who work at least 30 hours each week can enroll in the Employee Stock Purchase Plan.

Integra is a pay-for-performance company committed to fair pay. We aim to retain and attract the best people and to continually advance our pay competitiveness. We accomplish this through career development, rewards, and competitive pay and benefits. We make compensation decisions without regard to

personal characteristics such as, but not limited to: gender, race, color, national or ethnic origin, age, physical or mental disability, sexual orientation, gender identity or expression, genetic information, religion, marital status, or military or veteran status.

As part of our commitment to compensation equity, Integra regularly conducts a pay equity analysis. In this assessment, we review how our organization compensates employees against external and internal data, and in conjunction with the role and scope of each position. Adjustments are made as necessary.

82%

Participation Rate in Colleague Engagement Surveys in 2023



Cultivating a Culture of Growth and Development

Recognition for Outstanding Colleagues

Colleagues are rewarded for living our values and supporting our business in myriad ways:

- A peer-based program gives everyone the chance to recognize colleagues for demonstrating Integra values.
- Managers can use a discretionary recognition fund to honor individual or team efforts that go above and beyond. Rewards include one-time cash bonuses, celebratory luncheons and team-building events.
- Our Workout to Win program encourages teams to submit continuous improvement projects for senior leader review. Leaders judge submissions based on their business impact and link to our values. Winning teams earn recognition in a global town hall.



Benefit Programs Aimed at Colleague Well-Being

The well-being of our employees is paramount to our health as a company. A number of benefit programs are offered, which vary by country, provided through company-sponsored insurance programs, statutory government programs or a combination of both. Regardless of geographic location, our commitment is to offer the following, when possible:

- Benefit plans that meet local statutory requirements
- A range of programs that reflect typical local market practices
- An opportunity for employees to tailor benefits to their specific needs
- Benefits that balance employees' short- and long-term needs

Typical benefits include comprehensive health insurance, disability coverage, workplace accommodations, parental and other leaves of absence based on health or life events (e.g., bereavement), employee assistance programs,

fitness reimbursement, and flu shots. On-demand health advocates are also provided to help employees navigate the health insurance system. Other benefits include digital health solutions, a weight management program, smoking cessation assistance, a substance abuse disorder helpline, and a diabetes health program.

Retirement programs are offered to our employees as a way to plan, save and invest for their future.

In addition, given the importance of work/life balance, Integra offers programs such as subsidized backup child and adult/elder care services, as well as discounts and reimbursements for child care services.

Ensuring a Safety-First Culture

Integra seeks to achieve the highest environmental health, safety and security (EHS&S) standards for our employees, contractors and the communities where we work.

Our EHS&S policy and Code of Conduct outline our values and principles, guiding our global conduct and describing how we:

- Follow applicable EHS&S laws, regulations and company standards
- Manage workplace risks to provide a safe and healthy work environment
- Provide the necessary resources to live up to our EHS&S principles
- Educate, train and motivate Integra colleagues to work in a safe, environmentally responsible manner.

Our EHS&S policy is implemented through a comprehensive EHS&S Management System, with oversight at every level of Integra. We regularly review performance to ensure we’re meeting our high expectations—and that the policy remains aligned with our business and stakeholders.

Our EHS&S Management System

There are several core components to our EHS&S Management System, including leadership; employee participation; risk management, emergency preparedness and event management; monitoring performance and continuous improvement; and the management of contractors, third parties and external manufacturers in our supply chain.

In 2023, we launched a new EHS&S Management System, which incorporates the aggregation of safety data sheets, legal registers and incident-reporting tools. This tool is available to all Integra employees and supported through multiple training sessions. All EHS&S site professionals and representatives are trained on the system with either virtual training or self-guided written content. Individual site EHS&S professionals serve as liaisons to administer training and answer any questions. The process of uploading our management standards into the system is underway, with plans for guidance documents for site EHS&S professionals for auditing their facility and creating site-specific documentation. The system enables KPI metric reports across a number of parameters.

Safety Comes First for EHS&S Excellence

Over a century of combined experience, Integra’s EHS&S corporate leadership team ensures safety is prioritized at every site. An EHS&S council includes key executives and business leaders and oversees the Company’s EHS&S policies, programs and performance, including approval of our policy, available on our corporate website.

The corporate EHS&S team works with businesses and operational teams at our global sites to strengthen our EHS&S culture. Monthly, EHS&S joins a network of colleagues, from sites and functions and across the business to discuss key topics covering, for example, leadership skills, employee engagement and continuous improvement.



EHS&S VISION

We strive for a sustainable culture of operational excellence, consistent with Integra’s values, in which colleagues and partners are engaged in the environmental, health, safety and security process and care for each other and the environment.

Ensuring a Safety-First Culture

Tracking Our EHS&S Performance

At Integra, EHS&S performance is monitored regularly, including tracking recordable and lost-time injuries and illnesses for employees and visitors. Incidents are reviewed monthly, with corrective actions shared as learning opportunities. “Good saves” or near-misses are also tracked and evaluated.

Employees are invited to participate in site-level EHS&S committees so that their voices are heard. In addition, our senior site leadership performs Gemba walks—Japanese for “site”—so leaders can observe actual work processes, learn from others and explore opportunities for improvement.

EHS&S Training

All employees at our sites receive training on workplace hazards. This training may include safety data sheet education, fall protection, control of hazardous energy, confined spaces and use of personal protective equipment. When needed, we perform exposure assessments, ergonomic assessments and industrial hygiene evaluations, using the expertise of local laboratories or third-party service providers.

2023 ACCOMPLISHMENTS

Here are some of the EHS&S milestones from 2023:

- ✓

Implemented new EHS&S management system to aggregate accident reporting, legal register and other site data in a cohesive way. This helps meet regulatory requirements and achieve a safe, healthy workplace.
- ✓

Conducted site energy assessments to identify opportunities to reduce energy usage and emissions.
- ✓

Continued improvements in data collection process for GHG emissions.
- ✓

Worked to begin development of a decarbonization strategy to support target setting.



Raising the Bar

Significant progress was made in our EHS&S journey in 2023, with additional priorities set for 2024.

OUR 2024 GOALS:

- Integrate corporate EHS&S standards into the EHS&S management system.
- Continue site energy audit plan implementation.
- Explore ESG module of EHS&S management software.
- Complete decarbonization strategy and roadmap.



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With an Unwavering Focus on Accountability, Always Guided by Our Ethics

We strive to uphold the highest standards of ethics and integrity, guided by responsible decision-making in the way we manage our business. At Integra, corporate integrity starts with the Company’s leadership setting the tone, modeling expectations and building accountability.

A committed compliance team within our legal function administers our compliance programs and leads our activities in these areas. But, ultimately, the accountability for compliance and integrity belongs to the entire organization and is the responsibility of every colleague.



Emphasis on Robust Corporate Governance

Our business approach is guided by our strong corporate governance as part of our vision to be the first choice of clinicians and healthcare systems.

Good governance is embedded within all facets of the activities of our board of directors. We continue to refine our governing structures to be responsive to changes and improve processes for oversight and transparency. Detailed corporate governance information, including our bylaws, charters, guidelines and policies, are available on our [company website](#). Further details about governance are included in our proxy statement and other filings with the U.S. Securities and Exchange Commission (SEC).

Embedding ESG Governance

ESG issues are embedded within our executive- and board-level decision-making processes. This integrated approach helps us reach concrete and ambitious sustainability objectives while positioning us for long-term growth.

Our executive leadership team and board of directors work closely to oversee corporate decision-making and ESG governance. The nominating and corporate governance committee has oversight responsibility for ESG matters, including material assessment, goal setting and tracking, and reporting. The audit committee oversees the quality and integrity of the Company's data relating to climate change, and ESG information in the Company's SEC filings. Both committees review the ESG report before its issuance. In addition, ESG topics are on the board's agenda each quarter.

Our executive vice president, chief legal officer & secretary, Eric Schwartz, serves as our ESG Lead and oversees the development and implementation of our ESG strategy, with each business and function having responsibility for owning its sustainability goals and objectives and fostering colleague involvement.

ESG GOVERNANCE STRUCTURE

Our executive leadership team and board of directors work closely together to oversee corporate decision-making.



Emphasis on Robust Corporate Governance

Meet Our Board of Directors

Our board of directors oversees Integra's business, bringing extensive industry experience and diverse backgrounds, perspectives and ideas. The nominating and corporate governance committee recommends candidates for election to the board and holistically considers candidates based on an extensive list of personal, professional

and industry-specific criteria. Its objective is to assemble a group that can contribute the skills and diversity to best advance our business and represent stockholder interests. This committee is also responsible for the continuing education programs for our existing directors. Continuing education programs for directors may include a

combination of internally developed materials and presentations, programs presented by third parties at the Company, and financial and administrative support for attending independent programs, including programs approved by Institutional Shareholder Services.

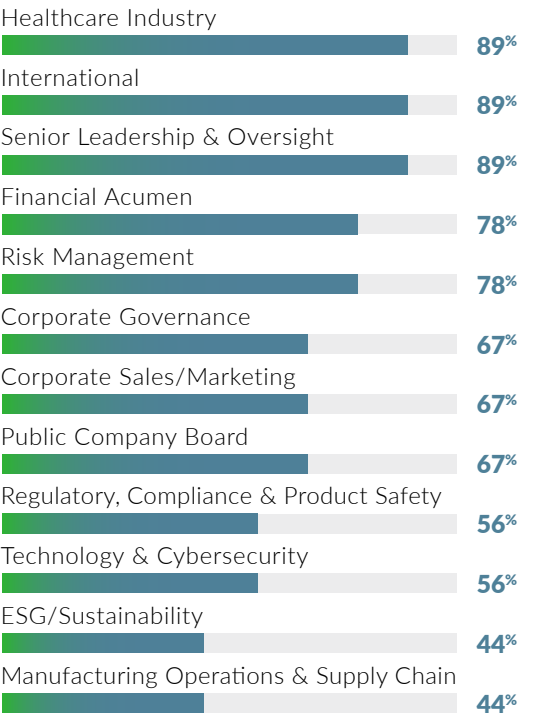
AS OF MAY 2023



OUR CURRENT BOARD OF DIRECTORS

Standing (left to right): Shaundra Clay, Keith Bradley, Ph.D., Christian Schade, Stuart Essig, Ph.D., Raymond Murphy, Renee Lo, Jan De Witte
Sitting (left to right): Jeffrey A. Graves, Barbara Hill

BOARD SKILLS MATRIX



Emphasis on Robust Corporate Governance

Evaluating Board Performance

The board of directors performs a robust self-evaluation annually. Directors evaluate each other, the standing committees and the board as a whole. The corporate secretary’s office manages the evaluation process, with oversight from the nominating and corporate governance committee. As part of the evaluation, the directors assess individual skill sets, board leadership and the effectiveness of each committee.

The directors and Integra’s executive leadership review the results and collaborate to make improvements based on the feedback, leading to purposeful results. Each director also receives individual feedback. In addition to these evaluations, each committee reviews its charter annually.

The board, as it deems necessary, may have conversations with individual directors in connection with evaluations, the board refreshment process and the consideration of the annual slate of director nominees.

When it comes to evaluating candidates for board membership, the board and the nominating and corporate governance committee take into account many factors, including the needs of the business and the best interests of stockholders. Diversity of professional experience, race, ethnicity, gender, age and cultural background are also considered. In addition, the board and

World-Class Leadership Team Focused on Execution

Integra’s executive leadership team cultivates a high-performance culture and drives our commitment to excellence and execution. Together, they ensure Integra meets its strategic business priorities.



the nominating and corporate governance committee focus on how the experiences and skill sets of each nominee are complementary, creating a balanced board with diverse viewpoints and deep expertise.

Our Executive Compensation Philosophy

Our executive compensation programs are based on a pay-for-performance philosophy to:

- Attract, motivate and retain talented executives with the skills to continue our profitability, growth and success;
- Connect executive compensation with our short- and long-term corporate goals, with an appropriate balance across pay programs prioritizing performance while discouraging unnecessary or excessive risk-taking;

- Align the interests of our executives with those of our stockholders;
- Reward executives for exceptional performance that improves patient outcomes and creates stockholder value (pay-for-performance).

The compensation committee discharges the board’s compensation-related responsibilities. This includes evaluating, designing and recommending executive compensation plans, policies and programs to the full board for approval.

Over the course of 2023, we gathered feedback on our executive compensation program. At more than a dozen institutional investor events, Integra’s management team engaged with stockholders representing over 50% of our outstanding shares. We discussed our strategic

plans and growth prospects at about 300 meetings, receiving feedback on topics such as corporate strategy, governance and sustainability, and business and financial performance.

At our 2024 annual meeting, 98.8% of stockholder votes favored a nonbinding advisory approval of the compensation of Integra’s named executive officers. We believe this support resulted largely from the improvements our board has made, and continues to make, to our executive compensation program, and the positive effect these changes have had on our performance. The strong “say-on-pay” vote indicates support for our executive compensation design.

Managing and Mitigating Risks

Enterprise Risk Management

Our Enterprise Risk Management (ERM) framework enables the identification, assessment, management and monitoring of risks in an organization-wide structured and coordinated process. Integra's executive leadership team manages the ERM program with the support of Integra's internal audit organization. Our ERM program focuses on enterprise risks that may impact Integra's strategic objectives, business operations, financial position or reputation.

Our ERM program covers the full spectrum of our risks, including environmental, social and governance issues. Understanding the risks Integra's business may face, assessing exposure and taking appropriate action are critical for preserving and maximizing Integra's long-term value. Periodic updates on our ERM program are provided to the board, along with progress on associated action plans.

Crisis Management and Communications

Being prepared for the unexpected is an important part of responsible governance. Crises may develop in different forms. This could include events threatening an organization's reputation, programs, assets or financial stability, or the safety and security of staff, or the ability to deliver products



to customers. At Integra, we know successful governance includes policies and procedures that ensure we're ready for the unexpected.

We have a robust crisis-escalation process to determine the severity of a situation and the most appropriate corrective actions. If a situation is deemed a crisis, Integra's holistic management and communications plan steers our response. The plan includes internal and external communications.

In a crisis or emergency, our priorities are to:

- Ensure the safety of our people, customers, patients and business partners;
- Minimize disruption to our operations and activities;
- Minimize effect on property and assets;
- Secure our sites and minimize environmental effects;
- Contain and manage any effect on our reputation and business continuity.

Cybersecurity Risk Management

Integra's cybersecurity program is a critical aspect of our business. Our cybersecurity program is

led by our director of cybersecurity. Our director of cybersecurity provides periodic reports relating to cybersecurity matters to the board, our CEO and other members of our senior management, as appropriate. Further, our board and audit committee, which meets quarterly, includes members with IT and enterprise risk experience. A cybersecurity executive steering committee reviews and discusses cybersecurity issues and our security metrics. The committee is comprised of a cross-functional group of senior executives, including our CEO, chief financial officer, chief legal officer, CIO and director of cybersecurity. Its mandate is implementation and oversight of the processes and systems used to assess and manage risk from cybersecurity threats as well as cybersecurity incidents. In addition, our board receives regular updates regarding Integra's information security program, including at formal meetings on a semiannual basis. To bolster our cybersecurity management system and reduce cybersecurity risks, as well as risks to data protection and privacy, Integra has adopted the National Institute of Standards and Technology Cybersecurity Framework. We also engage multiple independent third-party cybersecurity services and consulting firms to review our cybersecurity program. Our partnerships with entities such as the Health Information Sharing and Analysis Center (H-ISAC), the Cybersecurity & Infrastructure Security Agency (CISA), InfraGard, the Department of Homeland Security (DHS), the Cyber Fraud Task Forces (CFTF), and the Center for Internet Security (CIS) strengthen our program and enable us to stay informed about the latest developments in data protection and privacy.

Given the importance of cybersecurity to our business, we maintain a comprehensive information technology and cybersecurity program to increase both the effectiveness of our systems and our preparedness for cybersecurity risks. For example, our 24/7 security monitoring for internal and external threats strengthens the confidentiality, integrity and availability of our information assets. Integra regularly assesses our cybersecurity program, including annual internal and external audits, penetration tests, and incident response simulations. In addition, we have external assessments conducted every two years. Further, our information technology infrastructure and cybersecurity management system are subject to external program assessments on a biannual basis.

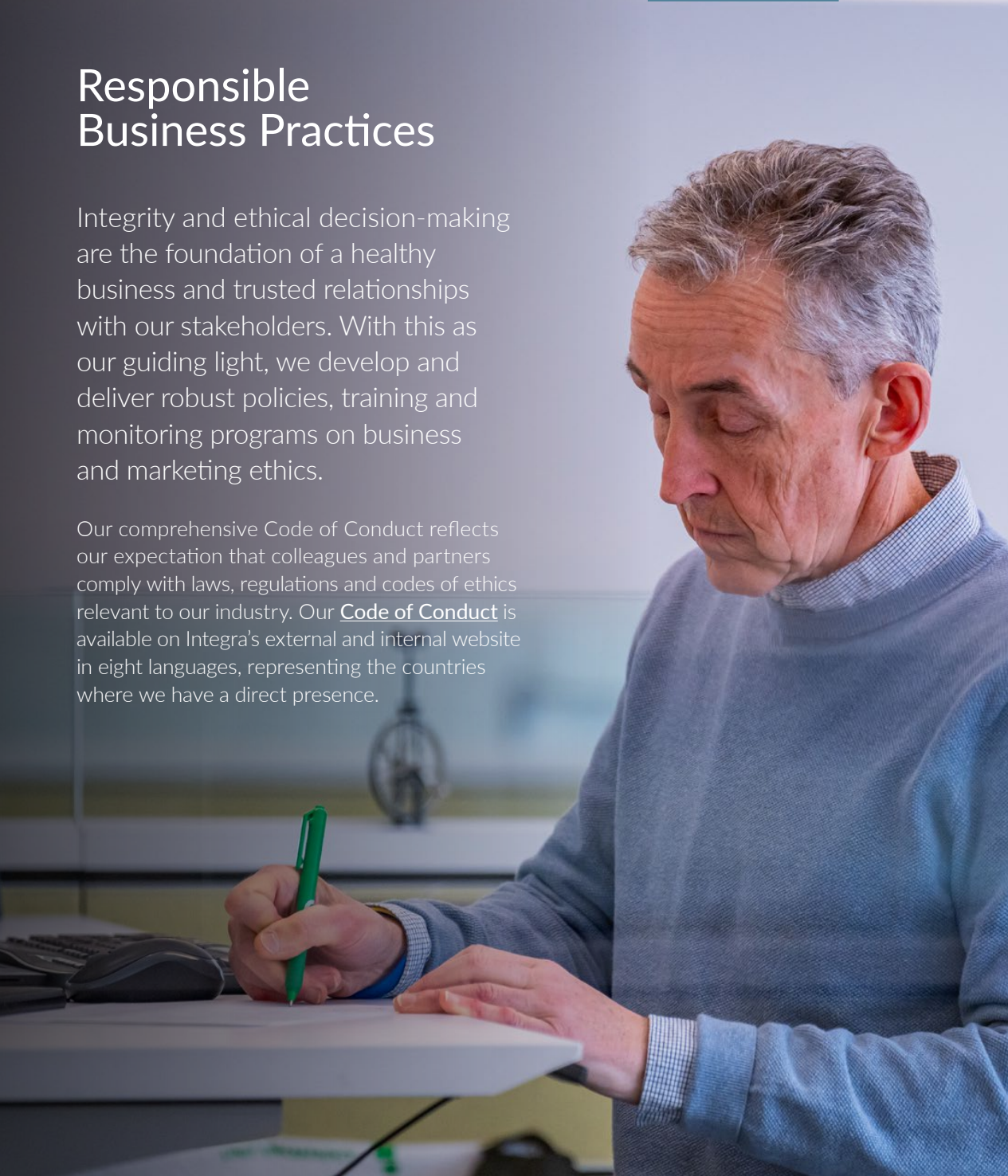
Our standardized information gathering questionnaires ensure that we review our vendors and suppliers to ensure conformance to operational security standards. We also use security ratings from industry-recognized sources to assess the reliability of our third-party service providers.

Cybersecurity is the responsibility of everyone at Integra as part of our commitment to protect our customers, colleagues and our business. Our cybersecurity training program includes compulsory new hire and annual refresher training, including a certification. General training is also held throughout the year and can be department-specific. Mandatory training is enforced for individuals who fall victim to phishing simulations. Our security team members hold vendor-neutral and vendor-specific certifications from ISACA, The Computing Technology Industry Association (CompTIA) and The International Information System Security Certification Consortium (ISC2).

Responsible Business Practices

Integrity and ethical decision-making are the foundation of a healthy business and trusted relationships with our stakeholders. With this as our guiding light, we develop and deliver robust policies, training and monitoring programs on business and marketing ethics.

Our comprehensive Code of Conduct reflects our expectation that colleagues and partners comply with laws, regulations and codes of ethics relevant to our industry. Our [Code of Conduct](#) is available on Integra's external and internal website in eight languages, representing the countries where we have a direct presence.



100%

Of Employees Completed Code of Conduct Training in 2023

All employees are required to review and train on the Code of Conduct annually and are encouraged to use it as their guide when conducting business activities. Training covers a range of topics, such as:

- Speaking up
- Diversity and inclusion
- Harassment and discrimination
- Bribery and corruption
- Conflicts of interest
- Data privacy and securing personal data
- Gifts and entertainment
- Insider training
- Accurate accounting records
- Social media interactions with healthcare professionals
- Educational grants
- Meals with healthcare professionals and Sunshine Act reporting
- Global compliance program

In addition, colleagues must certify annually that they have read and understood the Code of Conduct. All new hires must certify upon employment and annually thereafter.

Guided by International Laws

Integra is led by the highest standards of ethics and integrity everywhere we operate. We will not:

- Pay bribes or kickbacks, or provide gifts to any government official, customer, potential customer or to a person in a position to influence a customer (including physicians and other healthcare professionals) with the intent to influence a purchasing decision;
- Agree with a competitor to fix or share prices, divide or allocate the market with a competitor, or otherwise limit open and honest competition;
- Participate in a boycott or engage in exclusive dealings or price discrimination agreements without approval of the Company's law department;
- Sell products—directly or indirectly—in violation of laws that restrict the sale of our products to certain entities or to certain countries;
- Make claims about our products that do not conform to their approved indications. Our advertising should always be truthful and offered to customers equitably;
- Engage in unfair trade practices, misappropriation of trade secrets, deception, intimidation or similar unfair practices; or
- Commit any kind of fraud or help any person commit fraud; or help a customer defraud any health insurer or government agency.

Responsible Business Practices

Protecting Our Colleagues and Our Business

It is important that our colleagues have a safe environment in which to report perceived violations or misconduct. Through the [Integra Ethics Hotline](#), our confidential global employee hotline operated by a third party, colleagues can report any potential issues anonymously 24/7. In addition, we do not permit colleagues to retaliate against someone who, in good faith, reports perceived misconduct. When a report is submitted to the hotline, it is sent to the global compliance department for a thorough investigation. Concerns raised about workplace conditions are referred to human resources for investigation and resolution. The investigators look into the concern and report the results to the relevant managers. If warranted, appropriate disciplinary and/or corrective action is taken.

We rely on honest communication from our employees. If colleagues see something inappropriate or unethical or witness anything that goes against our Code values, we encourage employees to speak up by asking questions, seeking guidance or reporting concerns. Understanding that the Code of Conduct cannot cover every situation, in addition to the hotline, we offer tools such as a decision tree to clarify how and to whom a colleague can raise concerns—for example, to a supervisor, department head, the human resources or law departments,

or the chief compliance officer. All complaints are addressed promptly to create a safe and ethical working environment for everyone.

We respect the human rights of all people, and we protect human rights globally in everything we do. We do not tolerate child, forced or indentured labor, and we support the freedom of workers to associate and to bargain collectively. We hold our business partners to the same ethical standards. (More information on human rights is found on page [63](#).) Our expectations for supplier ethics are outlined in our Code of Conduct for Business Partners, which applies to any suppliers or third-party intermediaries working with Integra. More information on our [Code of Conduct for Business Partners](#) is found on page [63](#).

Strong Ethical Stance with Healthcare Providers and Organizations

As a world leader in med tech, we conduct business with healthcare professionals (HCPs) and healthcare organizations every day. As



such, we have a comprehensive global compliance program to promote ethical interactions. This includes training on topics such as meals and limits, hospitality and events, off-label promotions, gifts, disciplinary actions, Sunshine Act reporting, interactions with healthcare professionals, educational grants, and AdvaMed. Payments made to healthcare professionals are reported through the federal Centers for Medicare & Medicaid Services (CMS) annually. The 2023 payments were reported on March 31, 2024, and published on July 1, 2024. In addition, we have policies and procedures employees must follow when interacting with healthcare professionals. Employees are trained on these procedures annually.

Integra is an active member of the Advanced Medical Technology Association (AdvaMed), a global trade association of companies that develop, produce and market medical technologies. Our president and CEO, Jan De Witte, is a board member of AdvaMed. AdvaMed has developed a Code of Ethics on Interactions with Healthcare Professionals, and Integra certifies our adherence to that code.

In addition, Integra is a member of MedTech Europe, a European trade association. We adhere to MedTech Europe's Code of Ethical Business Practices. We also have country-specific policies and procedures for interactions with providers and organizations, including discounts, travel and expenses, and interactions with HCPs.

Responsible Business Practices

Combating Corruption and Bribery

Bribery and corruption have no place in Integra’s business practices and operations.

- To fight bribery and corruption, we:
- Never offer, promise or provide anything of value to a government official, healthcare professional or anyone else for a business advantage;
 - Do not use third parties to make improper payments;
 - Follow our travel and entertainment policies;
 - Record payments and expenses accurately and completely.

We reinforce compliance through mandatory training. All Integra colleagues in every region are trained on anti-bribery and anti-corruption, including on the U.S. Foreign Corrupt Practices Act (FCPA). Employees must certify they have read the International Anti-Corruption Policy and identify any risky activities they may have concerns about, including those with external partners. They can report concerns through our external hotline (see page 51) or directly to the compliance department.

In addition, we train our distributors annually on anti-bribery and corruption. In 2023, Integra launched a pilot training program with our international third-party distributors in which a total of 85 distributors were trained. The full program will be launched in 2024.



Unfortunately, corruption does exist in the world, so we equip our employees with information on the environments in which they work and do business. We use The Transparency International Corruption Index to identify geographic areas that require extra scrutiny, and then review those areas as part of our due diligence. Any distributor ranked “high risk” is rescreened annually, and we conduct regular monitoring of their sales history, confirming proper sales and any associated fees.

Avoiding Conflicts of Interest

Conflicts of interest are incompatible with our high standards for ethical business behavior and put our business and reputation at risk. We proactively address and avoid conflicts of interest.



- We mandate colleagues do not:
- Represent Integra in any transactions in which they have a private financial interest;
 - Use confidential information obtained while carrying out Integra duties for private purposes;
 - Compete with Integra, or help another person compete with Integra;
 - Accept gifts, services or money from a vendor where the gift might affect—or appear to affect—judgment; or
 - Use their position at Integra to profit personally, or to assist others in profiting, at the expense of Integra.

Protecting Our Company Assets

Colleagues are responsible for exercising sound judgment in managing Integra property and assets. They may use our resources only for Integra’s benefit. We expect colleagues to protect intellectual property by maintaining the secrecy of Integra’s innovations, trade secrets, strategies and other confidential information.

Under our insider trading policy, directors and colleagues may not buy or sell Integra stock—or the stock of another company we do business with—if they have valuable, nonpublic information that might let them profit off the trade, or that otherwise violates our policies or the law.



Responsible Business Practices

Responsible Reporting

Integra makes complete, timely and accurate disclosures in reports and documents we submit to the government, and in other public communications, such as press releases and presentations. We expect colleagues to confirm all financial reports, accounting records, expense reports, time sheets and other documents are true, correct and complete. We also expect colleagues to promptly report any noncompliance with policies and procedures, as well as any suspicion of misconduct under the procedures in our [Code of Conduct](#).

Oversight and Compliance

Integra’s chief compliance officer (CCO) oversees compliance with all applicable laws, our Code of Conduct, and its related policies and procedures. The CCO directs the corporate

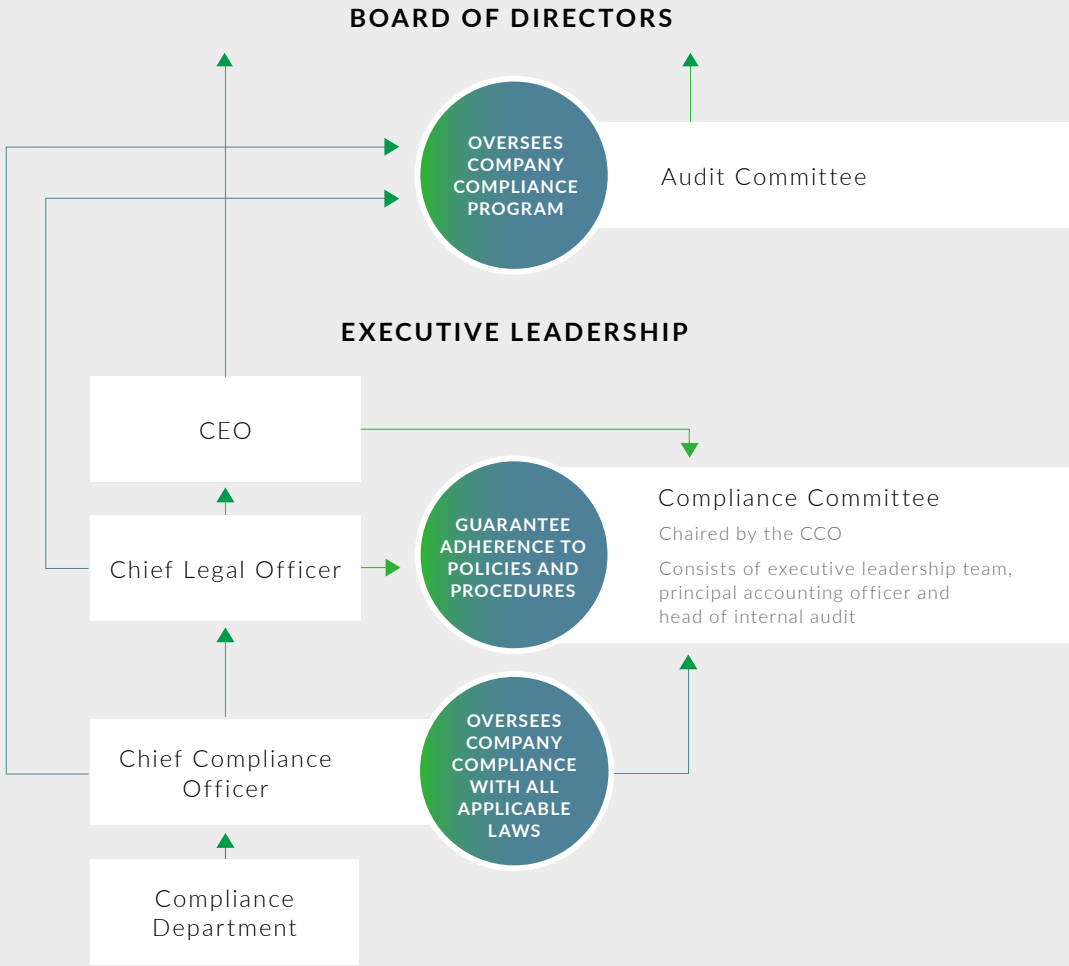
compliance program and reports to the executive vice president and chief legal officer. The CCO provides updates to the compliance committee, made up of members of the executive leadership team. The compliance committee meets at least three times a year—more often if needed—to secure adherence to policies and procedures.

In addition, our CCO provides compliance reports to the board’s audit committee quarterly and reviews matters of misconduct with them. The board’s audit committee oversees the Company’s compliance program, including its compliance with the FCPA, Physician Self-Referral Law (Stark) and the Anti-Kickback Statute, plus similar foreign requirements.

We use a compliance training tool to manage employee training. Colleagues complete training quarterly and then are assigned supplementary modules based on their responsibilities.

OVERSIGHT GOVERNANCE STRUCTURE

The chart below illustrates the reporting relationship between our board, executive leadership and compliance organization with regard to managing compliance activities.



Responsible Business Practices

Honest and Ethical Marketing

Integra maintains compliance with U.S. and international laws and regulations governing the sale and marketing of our products. Our marketing compliance program is aligned with the U.S. FDA’s approach to promotional labeling and advertising. In addition, we have a framework of global policies and procedures that govern the creation, review, approval and deployment of our advertising and promotional materials. Our pledge to market our products honestly is outlined in our [Code of Conduct](#).

All Integra colleagues involved in marketing are appropriately trained. Our approval process requires that promotional materials and healthcare provider presentations are reviewed by subject matter experts from our regulatory affairs and law departments as part of a formal product marketing approval process. These materials cannot be used or distributed without such approval. We manage promotional material reviews and maintain required quality documentation in a validated system, compliant with both FDA 21CFR Part 11 and EU GMP Annex 11 regulations.

We also conduct audits of educational, training and grant interactions with healthcare providers as part of our compliance approach, documenting and addressing anything identified as noncompliant. In addition, we disclose healthcare provider payments in the U.S. and Europe annually through our Sunshine Act reporting.



OUR APPROACH TO POLICY ADVOCACY

We know public policy drives the future of our industry and that we must be transparent with our stakeholders regarding our influence on healthcare policies. We have a long-standing practice of not making political donations, and we do not have a political action committee. We do, however, engage with U.S. officials and the U.S. CMS to ensure patients have access to our products and that our products are reimbursed under governmental and other insurance programs.

MONITORING EMERGING TECHNOLOGIES

Integra manages emerging technologies responsibly and consistently with our values. We monitor upcoming technological innovations to determine appropriate policy and actions. At present, we do not use stem cells, nanotechnology or genetic engineering.

LIMITING ANIMAL TESTING

Integra is committed to replacing, reducing and refining our use of animals where possible. We limit animal testing to critical elements of product development, ensuring good stewardship over animal use while still innovating treatment pathways. Where we do use animal testing, we follow federal and recognized consensus standards in animal use for research, teaching and testing, including FDA guidance documents and reviews by Institutional Animal Care and Use Committees for the review and approval of our activities.

We are encouraged by the advancement of scientifically validated test methods to potentially replace animal testing for the biocompatibility assessment of medical devices. We continually review and adopt updated standards regarding the use of nonanimal data. For example, ISO 10993-23:2021 provides recognized procedures for including *in vitro* testing to assess the irritation of medical devices, materials or their extracts. By adopting this new standard, we further replace, reduce and refine our use of animal testing with *in vitro* testing.

In 2023, Integra opened the Dr. Richard E. Caruso Center of Innovation and Learning, a new state-of-the-art 14,000-square-foot research and development (R&D) facility dedicated to pioneering advances in treatment pathways and setting new standards of care to restore patients’ lives. This R&D facility expands Integra’s capability for bench-top research, analytical testing, cell culture *in vitro* testing and advanced imaging analysis.



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In an Evolving World, Led by Our Vision and Openness to Change

The one certainty is change. Integra’s capacity to evolve and adapt to new markets, technology advancements and shifting regulatory conditions helps us create better products and procedures within neurosurgery and reconstructive surgery. Our customers have come to rely on our commitment to improving the lives of patients around the world. Embracing change while remaining steadfast in our vision is how we secure the long-term health and longevity of our business.

As the world faces mounting issues of concern, such as the climate crisis, natural disasters, global health risks, supply chain disruptions and geopolitical upheaval, we have an opportunity to proactively prepare for, address and help mitigate these global challenges. Tackling climate change is one of our top priorities as we work together with our business partners to create a more sustainable, resilient future for people and the planet.



Managing Our Environmental Footprint

As a life sciences and healthcare company, promoting health globally is our guiding light. We recognize that climate change affects the social and environmental determinants of health—clean air, safe drinking water, access to food and shelter, and protection from climate-related disasters through functioning and equitable societies. Through initiatives to reduce GHG emissions such as limiting waste, energy use and water consumption, our goal is to protect both our colleagues and the environment.

Integra has the following commitments in managing our environmental footprint:



Minimize our environmental footprint and reduce the impact of our operations by monitoring, reducing and reporting the use of natural resources.



Engage suppliers with responsible environmental practices, in compliance with EHS&S requirements, including sustainable sourcing practices.



Establish clear objectives to monitor and continually improve our environmental performance.



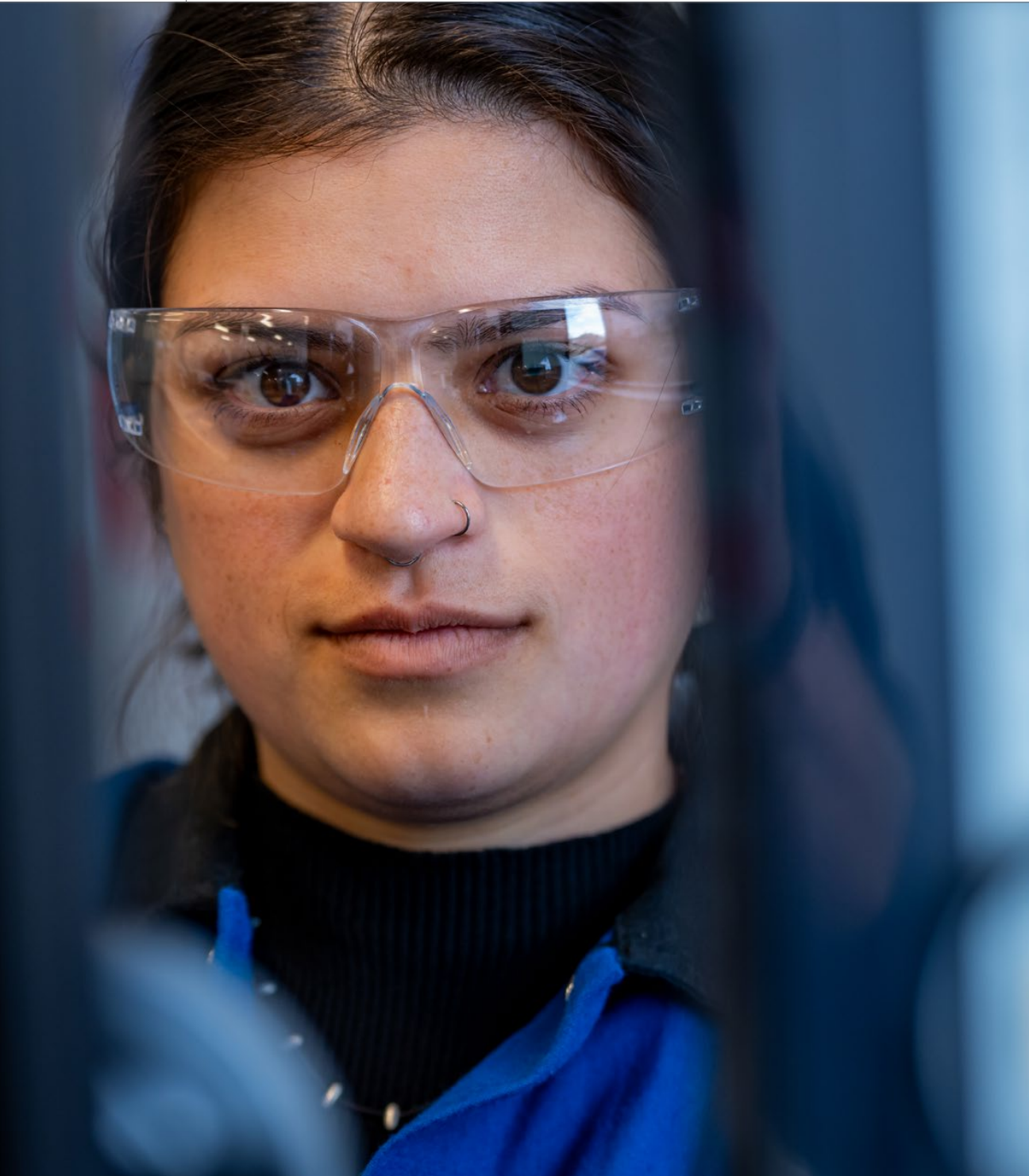
Educate, train and motivate colleagues to work in an environmentally responsible way.



Invest in the resources needed for our commitments.



Learn more about our environmental policy in our [EHS&S Policy](#).



Spotlight on Sustainable Products

Most of our products, while considered consumables, are implanted in patients’ bodies which limits re-use opportunities. We package most of our products with patient safety in mind and adhere to strict product quality standards. Still, we continually explore ways to reuse and recycle our products as part of our commitment to minimizing waste and conserving valuable resources.

Extending the Life of Our Devices

Our service and repair organization works to extend the life of devices we manufacture. This includes products for tissue ablation (e.g., CUSA Clarity, Codman Electrosurgical Generator System), cranial stabilization (e.g., Mayfield), critical care monitoring (e.g., CereLink, ICP Express, Licox), surgical headlight systems (e.g., DUO) and handheld instrument portfolios.

~32,000

Devices were maintained through our service and repair facilities in the U.S., Germany, France, Australia, Japan and China in 2023.



CRANIAL STABILIZATION



CRITICAL CARE MONITORING



ELECTROSURGICAL GENERATOR SYSTEM



Integra continues to innovate with new generations of its porcine- and bovine-based devices.

~1M

Surgical Procedures Used Integra’s Tissue-Based Devices in 2023

Using Food Industry By-Products to Improve Patient Lives

Many of Integra’s tissue-based devices are by-products of the food industry, derived from bovine and porcine raw materials collected during animal processing, specifically rendering. Throughout history, rendering has supported the fullest use of animals possible, limiting waste. Animal rendering by-products continue to undergo study as potential resources for value-added products. Important medicines like amoxicillin, penicillin, insulin and heparin, made from porcine by-products, are a result of such research.

Integra uses by-products from the rendering process for clinically effective devices for wound healing. This results in a net reduction in the animal waste entering landfills. For example, Integra uses the porcine urinary bladder matrix to manufacture our Cytal, Gentrix and MicroMatrix devices. These are used for management of second-degree burns and acute and chronic wounds, reinforcement of soft tissue where weakness exists, and wound management for irregular, tunneled or undermined wounds.

Similarly, Integra’s portfolio includes bovine-based devices for use in both clinic/private office outpatient and acute/OR inpatient settings. Integra® Dermal Regeneration Template, which incorporates bovine tendon collagen, enables

the regrowth of a functional dermal layer of skin in the postexcisional treatment of life-threatening full-thickness and deep partial-thickness thermal injuries. SurgiMend and PriMatrix products, which incorporate an acellular bovine dermis matrix, aid in the healing of soft tissue defects and the management of challenging wounds, respectively.

Reducing Ethylene Oxide Gas Emissions

Integra finished products are sterilized to ensure product safety before they go into use. Many of our devices are sterilized with an ethylene oxide (EO) sterilization process by third-party vendors. As part of Integra’s commitment to incorporating sustainable solutions, and aligned with the U.S. EPA Clean Air Act initiatives, we are partnering with our contract EO sterilization suppliers to redesign our EO processes. Our goal is to reduce gas concentrations by more than 30% over our current sterilization cycles. This reduction in gas concentrations will reduce overall consumption and emissions of EO gas, while still maintaining the required sterility assurance level of our marketed products. In 2023, Integra completed validation of a reduced-EO-concentration sterilization cycle at two of its manufacturing plants. These validated cycles will be implemented once the associated regulatory submissions are approved by the FDA.

Planning for a Sustainable Future

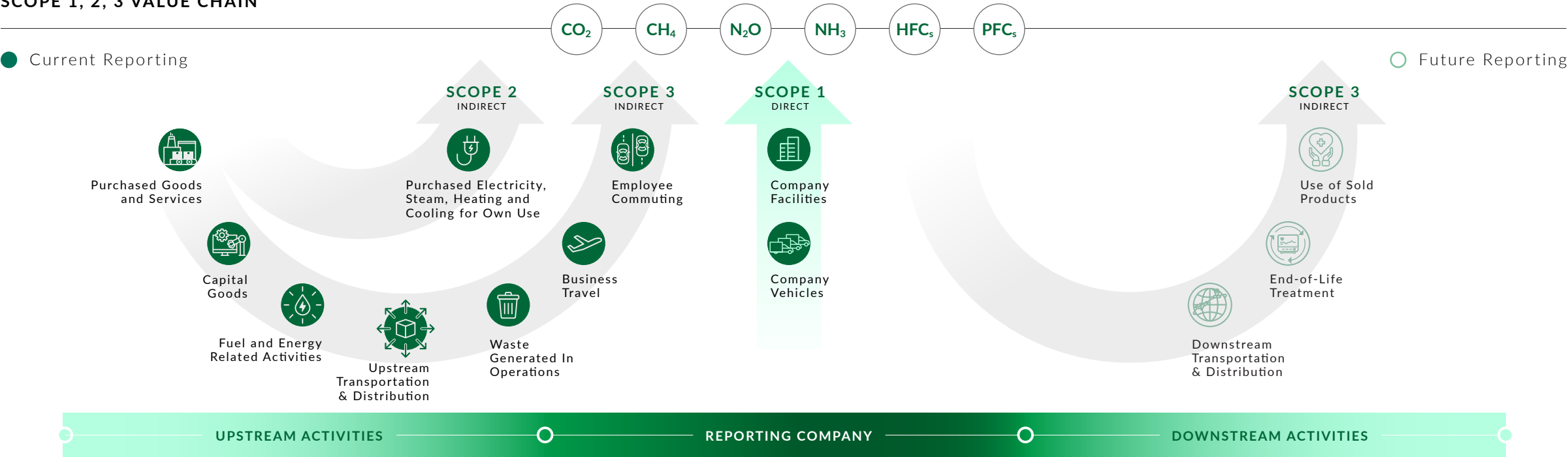
In our 2022 ESG report, we reported Scope 3 emissions for the first time, in addition to Scope 1 and 2 emissions. This year we are again reporting Scope 1, 2 and 3 emissions.

We are committed to data quality and collection process improvements to generate the most accurate information about our value chain emissions. This year we refined the process to ensure we were using the most up-to-date emissions factors and methodologies. Our rigorous quantification of Scope 3 emissions underscores our dedication to comprehending our greenhouse gas (GHG) footprint. Beyond being essential for future environmental reporting, this analysis also offers valuable

insights into our value chain and the intricate relationships between business activities and their environmental impacts. Our Scope 3 footprint encompasses seven out of the 15 categories. These categories were deemed relevant and supported by available data. As we enhance data availability, we plan to expand our baseline to incorporate additional categories in the future. The nonrelevant Scope 3 categories include: Upstream Leased Assets, Processing of Sold Products, Downstream Leased Assets,

Franchises, and Investments. This effort will serve as the groundwork for future disclosures, targets and abatement measures. We remain committed to exploring new data management practices to enhance our processes for capturing, managing and storing the necessary information for future footprints.

SCOPE 1, 2, 3 VALUE CHAIN



Planning for a Sustainable Future

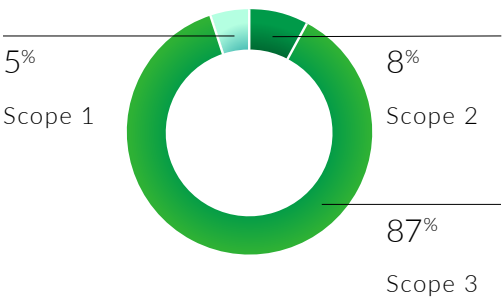
2023 GREENHOUSE GAS EMISSIONS

Of our 2023 Scope 1, 2 and 3 GHG footprint, over 85% of emissions come from our value chain or Scope 3. This is primarily driven by our purchased goods and services, capital goods, and upstream transportation and distribution emissions impact. We calculated our Scope 1 and 2 emissions for the third year and have seen improved results due to greater data availability, allowing us to replace conservative gap-filling estimates from 2022 with actual data from 2023. Where data gaps exist, we use industry-accepted gap-filling measures. As we

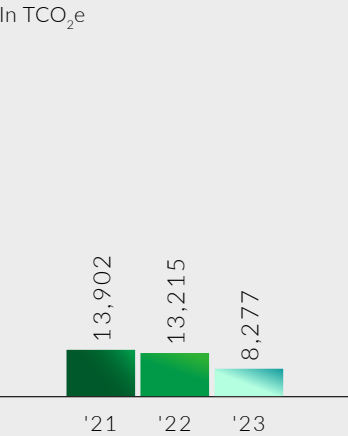
continue to enhance our data availability and accuracy, we remain committed to updating our Scope 3 footprint in subsequent years.

There were three contributing factors to decreased year-over-year emissions. First, data improvement allowed us to use actual data in 2023, whereas we had to use conservative gap-filling measures in 2022. Second, one of our Puerto Rico sites was impacted by hurricane Fiona in 2022, which increased generator fuel usage for that reporting period. Lastly, our lower 2023 emissions were also due to changes in manufacturing operations.

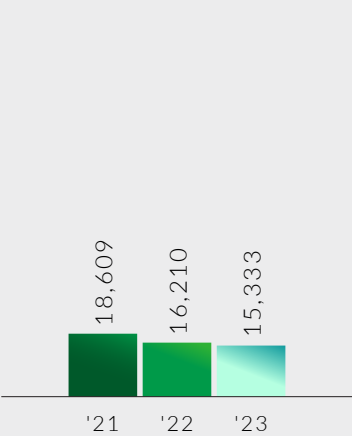
2023 SCOPE 1, 2 AND 3



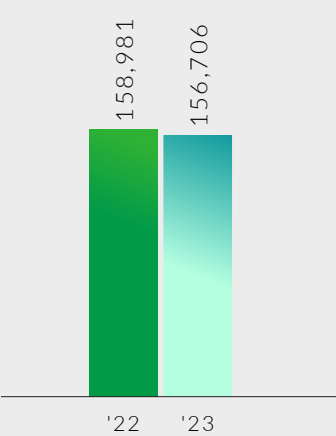
SCOPE 1 Direct Emissions



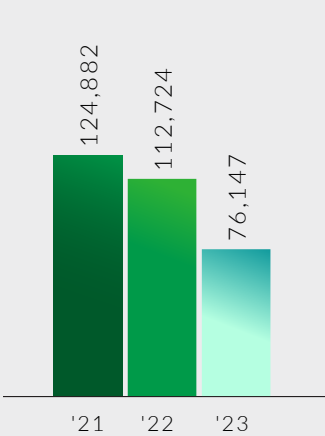
SCOPE 2 Indirect Electricity Emissions from Owned and Leased Facilities under Our Operational Control



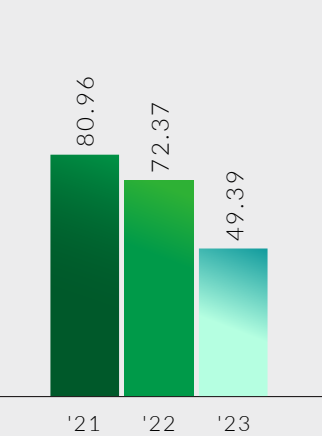
SCOPE 3 Upstream and Downstream Indirect Emissions



ENERGY USE In MWh



ENERGY INTENSITY RATIO In MWh/\$ Million



2021 is our baseline for Scope 1 and 2 emissions and 2022 is our baseline for Scope 3 emissions.

Planning for a Sustainable Future

Establishing a Long-Term Decarbonization Strategy

We have begun working on a decarbonization roadmap with the intent of establishing key milestones and a timeline towards reducing our GHG emissions. The roadmap will include GHG goal setting, evaluating our policies, data collection and goal tracking. The plan is to set a GHG reduction target to be announced in our 2024 ESG report.

With the recent changes in climate regulations, developing a decarbonization strategy is a priority for 2024, as well as disclosing in 2025 our environmental footprint and management approach through CDP, a leading platform for publicly reporting and managing environmental impact.

Addressing Energy Emissions in the Short Term

We are planning a multifaceted approach to reduce our direct energy use and resulting GHG emissions, including energy efficiency audits and program recommendations, energy management plans, and renewable electricity deployment across the globe.

In 2023, we partnered with an external energy consultant to conduct pilot energy assessments at three of our sites with the highest energy

usage. This exercise helped us identify energy-reduction opportunities that can be applied to our worldwide operations. Our Añasco, Puerto Rico, site has begun to implement some of the recommendations, such as replacing legacy nonqualified compressed air nozzles with engineered nozzles and installing zero-loss condensate drains to the compressed air consumption, replacing an external lighting fixture with a solar-based LED system, and replacing office A/C units with inverter systems with SEER 22-23. Other sites have also implemented some of the zero-cost recommendations from the energy assessment results.

In addition, we are committed to installing energy-efficient lighting and light motion sensors to conserve energy at our global facilities. Many of our facilities have already adopted these practices and we are working toward energy efficiency portfolio-wide.

Integra also has multiple waste-reduction and recycling programs at our facilities. We recycle paper, packaging and plastics, including computer and printer cartridges. We minimize paper consumption through digital filing and default double-sided printing. Plus, through vendor relationships, our products are eco-labeled and Programme for the Endorsement of Forest Certification certified.



MAKING OUR SITES GREENER

In 2023, colleagues at our Princeton, New Jersey, headquarters continued to support green team initiatives. The green team traditionally engages colleagues in environmentally friendly initiatives that support company sustainability goals. The 35-member team hosted an Earth Day fair in April that included educational games, volunteer opportunities and green team initiatives. At the event, colleagues that participated in the educational games won reusable tumblers. Over the summer, the green team installed raised garden beds and planted an herb garden for employees to utilize in the years to come. The team continued to provide monthly tips and tricks on the Company bulletin board about how to be more sustainable in everyday life.

Additionally, colleagues dedicated a community garden at our Clayton, Australia site and planted vegetables and herbs as part of their local sustainability and colleague engagement efforts.



SOLAR INSTALLATION IN RIETHEIM-WEILHEIM, GERMANY

The solar installation at our Rietheim-Weilheim, Germany, site was a first for Integra. Installation was completed in March 2023, and from March through December 2023, that site produced 94,929,070 kWh of energy, which is more than the electricity used. We returned all unused kWh of energy produced back to the grid.



Boosting Supply Chain Resilience, Protecting Human Rights

Our commitment to restoring patients’ lives is inextricably linked to a reliable global supply chain.

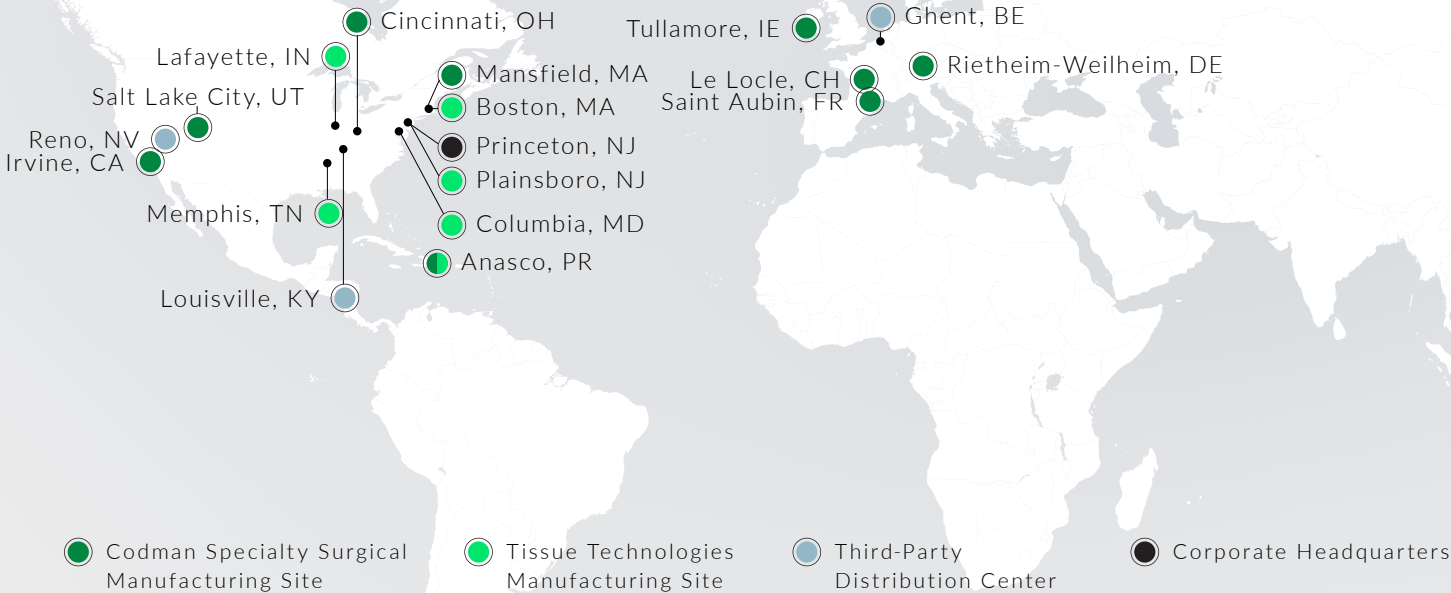
Our supply chain partners include raw material suppliers and service providers, internal and external manufacturing operations, service and repair operations, and third-party warehouse distribution and transportation partners. With a

dedicated large direct salesforce, many of whom are clinical specialists, as well as strategic partners and distributors, we sell our products to customers in more than 130 countries, ultimately reaching patients in need of lifesaving technologies. Our customer base consists of hospitals, integrated health networks, group purchasing organizations, clinicians, surgery centers and healthcare providers.

At the center of our supply chain are Integra’s key manufacturing and service and repair facilities in the U.S., including California, Maryland, Massachusetts, New Jersey, Ohio, Puerto Rico, Tennessee and Utah, and in Europe, France, Germany, Ireland and Switzerland.



2023 KEY INTEGRA MANUFACTURING FACILITIES AND THIRD-PARTY DISTRIBUTION PARTNERS



14

Manufacturing Sites
Established Global Centers of Excellence

3

Primary Global Third-Party Logistics
Distribution Centers

130

Countries Served

220+

Distributor Partners

Boosting Supply Chain Resilience, Protecting Human Rights

Aiming for Operational Excellence Through Lean

Our comprehensive approach to mitigating risks in our supply chain includes continuous improvement processes, due diligence, monitoring, traceability mechanisms and compliance policies. Our manufacturing operations adhere to a continuous improvement program called LEAD for Lean, where LEAD stands for Learn, Engage, Assist and Demonstrate.

- L** LEARN
- E** ENGAGE
- A** ASSIST
- D** DEMONSTRATE



This program uses established operational excellence practices to reduce variability, create capacity, eliminate waste and control costs. As an added benefit, strengthening operations and quality makes Integra more prepared for an evolving regulatory landscape. In 2023, we continued to educate and develop our colleagues and strengthen our lean management system. This included using SQDCE (Safety-Quality/Delivery/Cost/Engagement) metrics to identify improvement opportunities, implementing visual controls and performing Gemba walks to site value centers. In another initiative, disciplined improvement projects aimed at making small improvements daily to increase product yields, reduce plant scrap and improve quality.

Emphasis on Product Traceability

An integral element of our quality system is to ensure product traceability. Our global enterprise resource planning system tracks and retains data on our products from initial supply through to customer purchase. Tracking customer transactions in one system underpins our efforts to guarantee product quality and ethical sourcing.

All materials, components, sub-assemblies, manufacturing lots and finished goods receive a unique identifier number or combination of letters and numbers. This enables full traceability throughout the end-to-end supply chain, from



acquisition of materials through distribution of finished products to our customers. We also use unique codes to segregate and manage distribution of the same catalog item number with different stages of regulatory approval throughout the world. These codes are embedded in our ERP (Enterprise Resource Planning) system and enable full control and traceability of all materials. Our products also leverage bar code technology for effective and efficient traceability and control. These controls are part of Integra’s QMS and part of regular audits and checks.

Reporting on Conflict Minerals

Integra complies with the conflict minerals reporting requirements of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which require public companies to conduct due diligence regarding the origin, source and

chain of custody of any conflict minerals used in their products, and report on such due diligence activities.

We take steps to determine the use, country of origin, and source of conflict minerals in our supply chain, including, but not limited to:

- Taking reasonable steps to assure their sourcing is conflict-free;
- Requiring suppliers to provide verification regarding sourcing of conflict minerals from conflict-free sources;
- Expecting all suppliers to implement their own policies and processes that support our due diligence requirements and those of the Dodd-Frank Act.

If a supplier is not adhering to our [conflict minerals policy](#), we can take remedial action against the supplier, up to and including ending the business relationship. Our conflict minerals policy is on our website.

Boosting Supply Chain Resilience, Protecting Human Rights

Due Diligence, Monitoring and Compliance Policies

Our formal supply chain, third-party compliance program and comprehensive due diligence practices support us in sourcing materials responsibly. A dedicated supplier risk management team oversees our processes and monitors and manages risks.

A goal for 2024 is to further enhance supplier risk management through the use of software tools to identify opportunities to extend supply chain due diligence, resilience and sustainability.

Code of Conduct for Business Partners

Integra employees are held to high ethical standards, and we expect the same of our business partners. Our expectations for supplier ethics are described in our [Code of Conduct for Business Partners](#), which applies to any suppliers or third-party intermediaries working with Integra.

We expect our partners to treat their employees—and ours—with respect. They must promote a healthy and safe workplace free from intimidation, retaliation, discrimination and harassment. Business partners must comply with all applicable employment laws and regulations, including but not limited to statutes that prohibit workplace discrimination. Beyond

our Code of Conduct for Business Partners, we encourage our partners to establish stricter or more extensive requirements where appropriate. We reserve the right to change the requirements of the Code of Conduct for Business Partners in accordance with changes in applicable laws, regulations and/or Integra’s own standards, and we expect our business partners to adopt and comply with such changes.

Our Commitment to Human Rights

As we believe people are our greatest asset, it follows that we respect the human rights of all people across the globe. We are committed to respecting human rights across our operations, including nondiscrimination, a safe workplace and fair pay. We expect the same high standards of our business partners. Our integrity makes us a responsible corporate citizen. As such, we value human dignity and protect human rights in all we do. We have no tolerance for human trafficking, slavery or child labor. These practices have no place in a fair and safe marketplace. By doing the right thing, and expecting the same of our partners, we improve the quality of business for all. For more detail on our human rights commitment, please see our [Code of Conduct](#).

We will not be complicit in any human rights violations, and we hold our suppliers and partners to this same standard. Integra’s expectations are



informed by international conventions like the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Global Compact, the Rio Declaration on Environment and Development, the UN Convention Against Corruption, the UN Conventions on Rights of the Child, and fundamental conventions of the International Labour Organization. We are committed to conducting our business with respect for human rights and in full compliance with laws and regulations.

We have several policies within our Code of Conduct and Code of Conduct for Business Partners to protect our employees from human rights violations, including rules on:

Child Labor: Integra does not tolerate any form of child labor. We comply with all applicable laws regarding employment of minors.

Forced Labor: Integra firmly opposes slavery, servitude, forced labor and human trafficking. We prohibit modern slavery in our operations and extend this position to our supply chain.

Labor Standards: Integra maintains labor standards such as hours, conditions, wages and overtime wage practices. Our standards fully comply with the laws in the locations where we operate. Our business partners must not permit their employees to exceed the maximum hours of work prescribed by law.

As noted in our Code of Conduct for Business Partners, we report significant risks or violations when known. In addition, Integra discontinues business with any partners who present a significant risk of child labor or of exposing young workers to hazards.

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Forward-Looking Statements

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Sustainability Accounting Standards Board (SASB) Index

Information Summary





Forward-Looking Statements

This report includes “forward-looking” statements regarding Integra LifeSciences Holdings Corporation (“we,” “our,” and the “Company”). These forward-looking statements may relate to, among other things, our expectations, estimates and projections concerning the Company’s business and operations, financial priorities, strategic plans and initiatives, product development plans, capital return plans, capital expenditure plans, operating cost reduction objectives, and environmental, social and governance (“ESG”) plans and goals. Generally, these forward-looking statements are identified by words such as “anticipate,” “believe,” “commitment,” “continue,” “could,” “design,” “estimate,” “expect,” “forecast,” “future,” “goal,” “imply,” “intend,” “may,” “objective,” “opportunity,” “outlook,” “plan,” “policy,” “position,” “potential,” “predict,” “priority,” “pursue,” “project,” “seek,” “should,” “strategy,” “target,” “will,” “will be,” “would,” or other similar expressions that convey the uncertainty of future events or outcomes, although not all forward-looking statements contain these identifying words. Forward-looking statements in this document include those relating to our GHG emissions reduction targets; expected timing of completion of projects and strategic initiatives; future market, industry and legislative conditions; future ESG, safety performance, and diversity, equity and inclusion targets and goals; future operating performance; and management of future risks. It is important to note that the Company’s goals and expectations are not predictions of actual performance. Such forward-looking statements involve risks and uncertainties that could cause actual results to differ materially from predicted or expected results. While our management considers these assumptions to be reasonable, they are inherently subject to significant business, economic, competitive, regulatory and other risks, contingencies and uncertainties, most of which are difficult to predict and many of which are beyond our control. Factors that could cause actual results to differ materially from the future performance that we have expressed or forecast in our forward-looking statements include, but are not limited to: the ongoing and possible future effects of global challenges, including macroeconomic uncertainties, inflation, supply chain disruptions, trade regulation and tariffs, other economic disruptions, and U.S. and global recession concerns, on the Company’s customers and on the Company’s business, financial condition, results of operations and cash flows; the Company’s ability to execute its operating plan effectively; the Company’s ability to achieve anticipated growth rates, margins and scale and execute its strategy generally, including the Company’s ability to manufacture and ship sufficient quantities of its products to meet its customers’ demands and the ability of third-party suppliers to supply the Company with raw materials and finished products; global macroeconomic and political conditions, including the war in Ukraine and the conflict in Israel and Gaza; physicians’ willingness to adopt and third-party payors’ willingness to provide or maintain reimbursement for the Company’s recently launched, planned and existing products; initiatives launched by the Company’s competitors; downward pricing pressures from customers; the Company’s ability to remediate quality systems violations; fluctuations in hospitals’ spending for capital equipment; the Company’s ability to successfully integrate acquired businesses, including the Company’s ability to access and maintain relationships with customers of acquired entities; the Company’s ability to obtain and comply with relevant third-party and/or regulatory approvals, including regulatory approval for products in development; difficulties in controlling expenses, including costs to procure and manufacture our products; the impact of changes in management or staff levels; the ability of the Company to successfully identify, recruit and retain qualified management personnel; the Company’s ability to successfully implement its sustainable energy and emissions reduction principles, strategies and initiatives and realize the expected benefits thereof; the development and competitiveness of sustainable energy and emissions reduction technologies; unforeseen technical or operating difficulties; new U.S. and foreign government laws and regulations, and changes in existing laws, regulations and enforcement guidance (including those caused by public health issues and outbreaks), which affect areas of our operations, including, but not limited to, those affecting the healthcare industry, including the EU Medical Devices Regulation; the geographic distribution of where the Company generates its taxable income; fluctuations in foreign currency exchange rates; the amount of our bank borrowings outstanding and other factors influencing liquidity; potential negative impacts resulting from ESG and sustainability-related matters; our ability to successfully implement our sustainable energy strategy and principles, achieve our ESG plans and goals, and realize the expected benefits thereof; and the economic, competitive, governmental, technological, and other risk factors and uncertainties identified under the heading “Risk Factors” included in Item 1A of Integra’s Annual Report on Form 10-K for the year ended December 31, 2023, its quarterly Form 10-Q filings and other filings made with the SEC from time to time.

Any forward-looking statement speaks only as of the date of this publication. Integra undertakes no obligation to update any forward-looking statement except to the extent required by applicable law. Historical, current and forward-looking sustainability-related information and statements may be based on standards for measuring progress that are still developing, internal controls and processes that continue to evolve, and assumptions that are subject to change in the future. We caution that this information is approximate, these statements and information reflect our current plans and aspirations and are not guarantees of future performance, nor promises that our goals will be met, and are subject to numerous and evolving risks and uncertainties that we may not be able to predict or assess. In some cases, we may determine to adjust or abandon our commitments, targets or goals or establish new ones to reflect changes in our business, operations, or plans. Any reference to our support of a third-party organization within this publication does not constitute or imply an endorsement by us of any or all of the positions or activities of such organization. Any website references are included for convenience only and we assume no liability for third-party content contained on the referenced websites nor is such information incorporated into this report.

Global Reporting Initiative (GRI) Index

GRI 1: Foundation 2021

DISCLOSURE		LOCATION
GRI 1 Foundation 2021		
GRI 1	Statement of Use	Integra LifeSciences has reported the information cited in this GRI content index for the period January 1, 2023, through December 31, 2023, with reference to the GRI Standards.
	GRI 1 used	GRI 1 Foundation 2021
	Applicable GRI Sector Standards	N/A

GRI 2: General Disclosures 2021

The Organization and Its Reporting Practices		
2-1	Organizational details	Integra LifeSciences Overview (Page 5) Integra at a Glance (Page 6) Integra LifeSciences 10-K
2-2	Entities included in the organization's sustainability reporting	Integra at a Glance (Page 6) Integra LifeSciences 10-K
2-3	Reporting period, frequency and contact point	About This Report (Page 4)
2-4	Restatements of information	Not Applicable
2-5	External Assurance	This report has not been independently verified. We have processes for internally validating data provided in this report.
Activities and Workers		
2-6	Activities, value chain and other business relationships	Integra at a Glance (Page 6) Boosting Supply Chain Resilience, Protecting Human Rights (Page 61) Integra LifeSciences 10-K
2-7	Employees	In Support of a Diverse Workforce (Page 32) Integra LifeSciences 10-K
2-8	Workers who are not employees	Integra LifeSciences 10-K

Global Reporting Initiative (GRI) Index

DISCLOSURE

LOCATION

Governance

2-9	Governance structure and composition	Emphasis on Robust Corporate Governance (Page 46) Integra LifeSciences 10-K
2-10	Nomination and selection of the highest governance body	2024 Proxy Statement —Criteria for Board Member and Director Qualifications (Page 7)
2-11	Chair of the highest governance body	STUART M. ESSIG, PH.D., is Integra’s chairman of the board of directors. The board of directors has determined that all of the Company’s directors, except for Mr. De Witte, are independent, as defined by the applicable NASDAQ Stock Market listing standards and the rules of the Securities and Exchange Commission (SEC). 2024 Proxy Statement —Information Concerning Meetings, Executive Sessions and Director Independence (Page 16) Emphasis on Robust Corporate Governance (Page 46)
2-12	Role of the highest governance body in overseeing the management of impacts	Our ESG Strategy and Roadmap (Page 14) Emphasis on Robust Corporate Governance (Page 46) 2024 Proxy Statement —The Board’s Role in Risk Oversight (Page 20)
2-13	Delegation of responsibility for managing impacts	Emphasis on Robust Corporate Governance (Page 46)
2-14	Role of the highest governance body in sustainability reporting	Emphasis on Robust Corporate Governance (Page 46)
2-15	Conflicts of Interest	Responsible Business Practices (Page 50) Code of Conduct
2-16	Communication of critical concerns	Emphasis on Robust Corporate Governance (Page 46) Code of Conduct
2-17	Collective knowledge of the highest governance body	Emphasis on Robust Corporate Governance (Page 46)
2-18	Evaluation of the performance of the highest governance body	Emphasis on Robust Corporate Governance (Page 46) 2024 Proxy Statement —Board Evaluations and Succession Planning (Page 19)
2-19	Remuneration policies	2024 Proxy Statement —Compensation Discussion and Analysis section (Page 31)
2-20	Process to determine remuneration	2024 Proxy Statement —Compensation Discussion and Analysis section (Page 31)
2-21	Annual total compensation ratio	2024 Proxy Statement —Compensation Discussion and Analysis section (Page 31)

Strategy, Policies and Practices

2-22	Statement on sustainable development strategy	A Message from Our President and CEO (Page 3) Our ESG Strategy and Roadmap (Page 14)
2-23	Policy Commitments	Emphasis on Robust Corporate Governance (Page 46) Our ESG Strategy and Roadmap (Page 14) Managing Our Environmental Footprint (Page 56)

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
2-26	Mechanisms for seeking advice and raising concerns	Responsible Business Practices (Page 50)
2-28	Membership Associations	Responsible Business Practices (Page 50)
Stakeholder Engagement		
2-29	Approach to stakeholder engagement	Our ESG Strategy and Roadmap (Page 14)
2-30	Collective bargaining agreements	Responsible Business Practices (Page 50)

GRI 3: Material Topics 2021		
3-1	Process to determine material topics	Our ESG Strategy and Roadmap (Page 14)
3-2	List of Material Topics	Our ESG Strategy and Roadmap (Page 14)

Topic Standards		
Economic Performance 2016		
201-1	Direct economic value generated and distributed	Integra LifeSciences 10-K
Anti-Corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	Code of Conduct Code of Conduct for Business Partners Responsible Business Practices (Page 50)
Energy 2016		
302-1	Energy consumption within the organization	Planning for a Sustainable Future (Page 58)
302-2	Energy consumption outside the organization	Planning for a Sustainable Future (Page 58)
302-3	Energy Intensity Ratio	Planning for a Sustainable Future (Page 58)
302-4	Reduction of energy consumption	Planning for a Sustainable Future (Page 58)

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
Emissions 2016		
305-1	Direct (Scope 1) GHG emissions	Planning for a Sustainable Future (Page 58)
305-2	Energy indirect (Scope 2) GHG emissions	Planning for a Sustainable Future (Page 58)
305-3	Other indirect (Scope 3) GHG emissions	Planning for a Sustainable Future (Page 58)
305-4	GHG emissions intensity	Planning for a Sustainable Future (Page 58)
305-5	Reduction of GHG emissions	Planning for a Sustainable Future (Page 58)
Occupational Health and Safety 2016		
403-1	Occupational health and safety management system	Ensuring a Safety-First Culture (Page 43)
403-2	Hazard identification, risk assessment and incident investigation	Ensuring a Safety-First Culture (Page 43)
403-3	Occupational health services	Ensuring a Safety-First Culture (Page 43)
403-4	Worker participation, consultation, and communication on occupational health and safety	Ensuring a Safety-First Culture (Page 43)
403-5	Worker training on occupational health and safety	Ensuring a Safety-First Culture (Page 43)
403-6	Promotion of worker health	Benefit Programs Aimed at Colleague Well-Being (Page 42)
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Ensuring a Safety-First Culture (Page 43)
403-8	Workers covered by an occupational health and safety management system	All employees are covered by an occupational health and safety management system.
Training and Education 2016		
404-1	Average hours of training per year per employee	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Clinical Trial Standards and Programs (Page 20) In Support of a Diverse Workforce (Page 32) Cultivating a Culture of Growth and Development (Page 36) Ensuring a Safety-First Culture (Page 43) Managing and Mitigating Risks (Page 49) Responsible Business Practices (Page 50)
404-3	Percentage of employees receiving regular performance and career development reviews	Cultivating a Culture of Growth and Development (Page 36)

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
Diversity and Equal Opportunity 2016		
405-1	Diversity of governance bodies and employees	2024 Proxy Statement —Board Diversity Matrix (Page 9) Integra LifeSciences 10-K In Support of a Diverse Workforce (Page 32)
Freedom of Association and Collective Bargaining 2016		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Code of Conduct Code of Conduct for Business Partners Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
Child Labor 2016		
408-1	Operations and suppliers at significant risk for incidents of child labor	Responsible Business Practices (Page 50) Code of Conduct for Business Partners Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
Forced or Compulsory Labor 2016		
409-1	Operations and suppliers at significant risk of forced or compulsory labor	Responsible Business Practices (Page 50) Code of Conduct for Business Partners Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
Public Policy 2016		
415-1	Political Contributions	Our Approach to Policy Advocacy (Page 54)
Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Clinical Trial Standards and Programs (Page 20)

Sustainability Accounting Standards Board (SASB) Index

This ESG report has been prepared in alignment with the SASB Medical Equipment & Supplies Sustainability Accounting Standard.

TOPIC	CODE	METRIC	RESPONSE/REFERENCE
Affordability & Pricing	HC-MS-240a.2	Description of how price information for each product is disclosed to customers or to their agents	Towards Greater Access (Page 23)
Product Safety	HC-MS-250a.1	(1) Number of recalls issued; (2) total units recalled	Reporting and Auditing for Quality (Page 19) Information on recalls is available at this FDA link: Medical Device Recalls In 2023, Integra had one Class I recall.
	HC-MS-250a.2	List of products listed in the FDA's MedWatch Safety Alerts for Human Medical Products database	There were no listings relevant to our products on the FDA's MedWatch Safety Alerts for Human Medical Products database in 2023.
	HC-MS-250a.4	Number of FDA enforcement actions taken in response to violations of current Good Manufacturing Practices (cGMP), by type	There were zero notices of enforcement action from the FDA in 2023.
Ethical Marketing	HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Responsible Business Practices (Page 50) Code of Conduct
Product Design & Lifecycle Management	HC-MS-410a.1	Discussion of process to assess and manage environmental and human health considerations associated with chemicals in products, and meet demand for sustainable products	Restoring Lives and Our Commitment to Customers and Patients (Page 17) Integra has formal processes and procedures to assess and manage environmental and human health considerations associated with chemicals in our products, and continually assesses products for compliance with all pertinent local and international regulations across our global operations. Throughout the design phase and before commercialization, products are developed in conjunction with the biological safety requirements ISO 10993-1.
	HC-MS-410a.2	Total amount of products accepted for taken back and reused, recycled or donated, broken down by: (1) devices and equipment, and (2) supplies	Spotlight on Sustainable Products (Page 57)
Supply Chain Management	HC-MS-430a.1	Percentage of (1) entity's facilities, and (2) Tier I suppliers' facilities participating in third-party audit programs for manufacturing and product quality	Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Boosting Supply Chain Resilience, Protecting Human Rights (Page 61)
Business Ethics	HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Responsible Business Practices (Page 50) Code of Conduct



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