



# Restoring Lives

2022 ENVIRONMENTAL, SOCIAL & GOVERNANCE REPORT



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.

3	INTRODUCTION	
	Message from Our President and CEO	3
	Message from Our ESG Executive Lead	5
	About This Report	6
	Integra LifeSciences Overview	7
	Integra at a Glance	8
	Integrated Growth Strategy	11
	Awards and Recognition	12
	Patient Stories	13
	Our ESG Strategy and Roadmap	15
17	EXCELLENCE	
	Restoring Lives and Our Commitment to Customers and Patients	18
	Clinical Trial Standards and Programs	21
	Reaching More Patients	23
	Meaningful Impact Through Product Donations	26
	Investing in Our Communities	27
30	OUR PEOPLE & TEAMWORK	
	Building a Diverse Workforce	31
	Employee Resource Groups (ERGs) Create a Culture of Inclusion	33
	Building a Culture of Growth and Development	35
	Putting the Safety of Our Employees First	42
44	INTEGRITY & DECISIVENESS	
	Strong Corporate Governance	45
	Managing and Mitigating Risks	48
	Responsible Business Practices	49
53	EMBRACING CHANGE	
	Improving Our Environmental Footprint	54
	Delivering Sustainable Products	55
	Planning for a Sustainable Future	56
	Building Supply Chain Resilience, Protecting Human Rights	59
62	INFORMATION SUMMARY	
	Forward-Looking Statements	63
	Global Reporting Initiative (GRI) Index	64
	Sustainability Accounting Standards Board (SASB) Index	70



# Message from Our President and CEO

Dear Stakeholders,

Restoring patients' lives through technologies that transform surgical, neurologic and regenerative care is at the heart of Integra LifeSciences. For our 3,700 colleagues, innovating treatment pathways to advance patient outcomes and setting new standards of care is work that matters and what drives us every day.

I am pleased to share our second environmental, social and governance (ESG) report, where we highlight our achievements in the past year and our plans for the coming year. In many ways, 2022 was another year of building on the foundation and setting the stage for more ESG milestones and incorporating these in our integrated growth strategy. I am proud of the progress we have made, particularly in our commitments to our customers and patients, building a more rewarding, diverse and inclusive workforce, and improving our environmental sustainability.

## OUR COMMITMENT TO CUSTOMERS AND PATIENTS

At Integra, we have a companywide mindset that our products and services are developed to help patients recover and return to living their lives. That means offering safe, high-quality

products that provide our customers with a breadth of treatment choices to personalize care for their patients.

Last year, we reached key milestones in our breast reconstruction plans to access the U.S. market with devices specifically approved by the FDA for use in implant-based breast reconstruction (IBBR) procedures. We submitted premarket approval (PMA) to the FDA for SurgiMend® PRS Acellular Bovine Dermal Matrix, a xenograft matrix, for soft tissue support in IBBR after mastectomy. With SurgiMend® PRS, Integra is the first and, to date, the only manufacturer to submit a PMA application for a surgical matrix for use as soft tissue support in IBBR. Additionally, we acquired Surgical Innovation Associates, which manufactures DuraSorb®, a biosorbable monofilament surgical mesh, currently being evaluated in a multicenter investigational study for a future PMA submission.

We also made progress in enhancing our quality systems and product lifecycle management, while broadening patient and surgeon access to our products and providing credentialed education on our products and technologies to healthcare providers. For example, we launched a website, [hydroandme.com](https://hydroandme.com), in Europe, the Middle East and Africa, to educate



Message from Our President and CEO

and support patients and family members on hydrocephalus, a buildup of fluid in the brain. We also continued to strengthen our partnerships with advocacy groups, including Children’s Brain Tumor Foundation, Phoenix Society of Burn Survivors, and Hydrocephalus Association, to support critical outreach and support programs for patients.

BUILDING A MORE REWARDING, DIVERSE AND INCLUSIVE WORKPLACE

We believe all colleagues deserve a workplace that is inclusive, diverse and equitable, and where they can bring their authentic selves.

It is more than just creating a welcoming and supportive environment for our colleagues—it’s also about fostering a workplace where different perspectives, experiences, and ideas are valued and colleagues feel a genuine sense of belonging at Integra. A diverse workforce is critical to our long-term business success not only because of the creative and innovative culture it engenders, it also effectively positions us to understand and serve a diverse customer base that truly reflects our society.

In 2022, we built on our successes to strengthen our workforce culture. We held a highly successful Colleague Development Week, offering colleagues tools and resources to learn, grow and thrive at Integra. We further expanded our employee resource groups (ERGs) and launched Integra PRIDE, a new ERG focused on LGBTQ+ representation, support, and inclusivity. We improved the diversity of our board and, through mentorship, sponsorship, recruitment efforts and development programs, we continued to grow our population of females in leadership roles at Integra.

Our achievements in these areas were further recognized when Integra was named in several Best Places to Work lists last year.

IMPROVING OUR ENVIRONMENTAL SUSTAINABILITY

We believe in our responsibility to make the world healthier and cleaner. We strive to protect our colleagues and the environment through initiatives that minimize our carbon footprint—limit waste, conserve energy and reduce greenhouse gas (GHG) emissions. As a life sciences and healthcare company, we work tirelessly to promote health globally, and last year was no exception.

For the first time, we calculated Scope 1 and 2 GHG and began evaluating strategies for direct GHG emissions reduction.

Moreover, our colleagues across Integra have implemented numerous efforts to contribute to our sustainability goals. At our Le Locle, Switzerland site, teams have tracked energy usage for several years and successfully reduced both electricity and fuel usage. From 2021 to 2022, heating oil consumption was reduced by 22% through modifications of our heat recovery and recycling system to capture waste heat, which was then used to supplement the heating system.

At our Rietheim-Weilheim facility in Germany, we installed solar panels—a first for Integra—to generate 100% of the total energy required by the site.

These various initiatives, no matter how big or small, reflect the commitment and the importance that our colleagues place on sustaining our environment in the longterm.

Throughout my career, I have seen how sustainable organizations positively impact business performance, but more importantly, how it can be a positive force for good. When we improve patient lives with our products

and technologies, conduct business to the highest standards of integrity and ethics, create a more diverse, equitable and inclusive workplace, and share our time and talents with the communities in which we live and work, we are creating a better future.

Everything we touch, we can help make better. Together with our customers and partners, we heal the brain and body to improve the lives of patients around the world and foster a healthier and better planet for all.



JAN DE WITTE  
PRESIDENT AND CEO



# Message from Our ESG Executive Lead



of our progress and an honest assessment of the work left to do to meet our ESG goals. Thanks to all of our Integra colleagues for embracing our commitment to a healthier and more sustainable future for ourselves, our customers and our communities. Our successes have only redoubled our dedication to the ESG journey.

We continued to focus on the material ESG topics we identified in 2021, when we conducted our initial materiality assessment. In that assessment, our stakeholders identified the environmental, social and governance priorities most likely to impact our operating performance, the financial condition of our business, our reputation and our ability to create value for stakeholders. Our materiality mapping illustrates strong alignment among our internal (colleagues) and external (customers, suppliers, investors) stakeholders that issues such as product safety, employee engagement, patient access and business ethics are paramount to Integra’s long-term success.

While we are proud of our 2022 achievements, we are still far from the summit. As we look ahead to 2023 and the coming years, we will continue to set definitive targets aligned with our materiality assessment and business goals. Responsibility for setting targets—and meeting them—will rest with our businesses.

Some of our new disclosures in this year’s report include examples of how we partner with healthcare providers and patients to increase access to our lifesaving products and improve

health outcomes; how we continue to build a diverse and inclusive workforce; and how we calculated our Scope 3 emissions for the first time. Moving forward, we will conduct assessments of our highest energy-consuming sites to identify the most impactful opportunities to reduce GHG emissions, and we will begin to develop a formalized decarbonization strategy to reduce emissions and identify new ESG targets relevant to our business.

Additionally, we will implement technological solutions to support all of our ESG-related activities, including metric setting, performance tracking, and management of GHG emissions and other relevant data. This investment in infrastructure will enable future efforts, including a science-based target for carbon emissions reduction.

Our ESG journey, like every mountain ascent, is an accumulation of small steps, one built upon the other. Thank you for impelling us forward with your engagement. We are determined to stay on the path to our destination for the benefit of our colleagues, our customers and the communities we serve.

**ERIC SCHWARTZ**  
EXECUTIVE VICE PRESIDENT, CHIEF LEGAL  
OFFICER & SECRETARY, ESG EXECUTIVE LEAD

## Dear ESG Stakeholders,

I love to climb mountains. Reaching the peak requires navigating uncertain terrain, unforeseen conditions and many other variables—a test of endurance, will and leadership. But for me, the joy of climbing is not only in getting up and down the mountain safely, but also in relishing the adventure along the route.

Integra sees ESG in much the same way: We are holding ourselves accountable for identifying clear goals and meeting them while taking the time to appreciate where we are in our journey

and the progress we’ve made. Last year, we reached an important waypoint, publishing our first ESG report. In doing so, we recognized that our purpose—why we exist—and our values are inextricably linked with our ESG goals. We are doing our part to improve the world we live in by restoring patients’ lives with innovative and high-quality products, responsibly built by a diverse and engaged workforce.

This year’s report is also framed against Integra’s corporate values and is intended as a celebration

# About This Report



This is Integra’s second ESG report, an update on the Company’s sustainability journey following our 2021 inaugural report.

Integra remains guided by our six core values. Like last year, we have structured our report to align our ESG priorities with these values, but we’ve refined our purpose, mission and vision to better explain who we are. Our overarching purpose—the essence of us as a company—is to restore patients’ lives through technologies that transform surgical, neurologic and regenerative care.

We know our work matters to colleagues, customers and communities—and that it delivers compelling shareholder value. We are equally dedicated to doing our part to promote the health and well-being of our planet.

Our second annual ESG report is both a recognition of our sustainability commitments and an update on our plans, a roadmap informed by the priorities and concerns of our stakeholders. 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 2022 (FY22), from Jan. 1 through Dec. 31, 2022. 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](mailto:ESG@integralife.com).



# Integra LifeSciences Overview

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

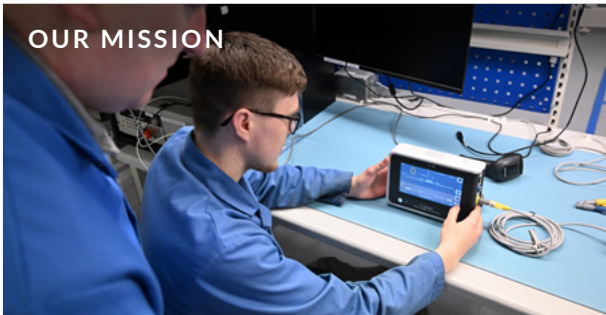
The Company began in 1989 with the acquisition of an engineered collagen technology platform used to repair and regenerate tissue. Integra has developed numerous product lines from this technology for applications ranging from burn and deep tissue wounds to the repair of nerves, tendons and dura mater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



OUR PURPOSE

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



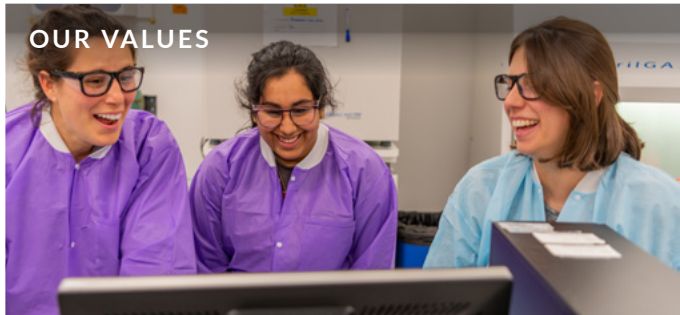
OUR MISSION

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.



OUR VISION

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.



OUR VALUES

- 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



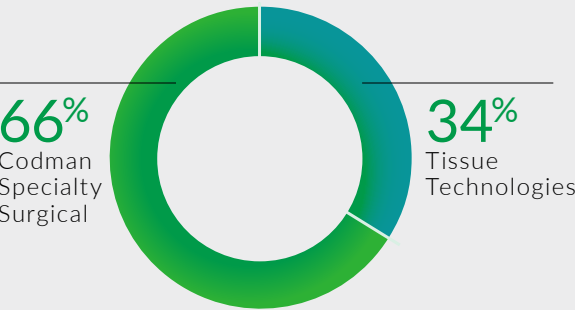
# Integra at a Glance

Today, the Company has more than \$1.5 billion in global revenue, with market-leading brands sold in 120 countries. Integra manufactures and sells medical technologies and products in two reportable business segments: Codman Specialty Surgical, also known as CSS, and Tissue Technologies.

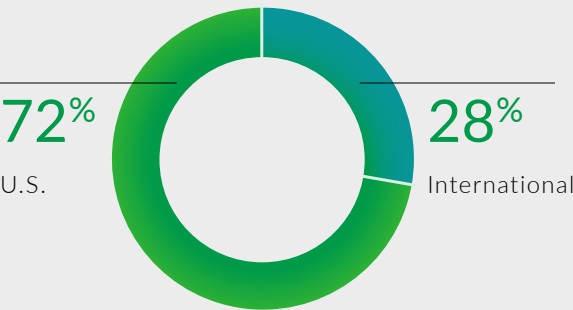
REVENUE  
FY2022

\$1.56B

BY PRODUCT CATEGORY



BY GEOGRAPHY



1989

Founded

~3,700

Colleagues

120

Countries Served

16

Market-Leading  
Brands

~90%

Recurring/  
Consumables



## BUSINESS SEGMENTS

### CODMAN SPECIALTY SURGICAL

Transformative leader in neuro-access, -surgery, and -monitoring  
Leading provider of specialty instruments solutions

REGENERATIVE TECHNOLOGIES  
Support Segments and Private Label

### TISSUE TECHNOLOGIES

Outcomes leader in complex wound reconstruction  
Leading innovator in surgical/breast reconstruction



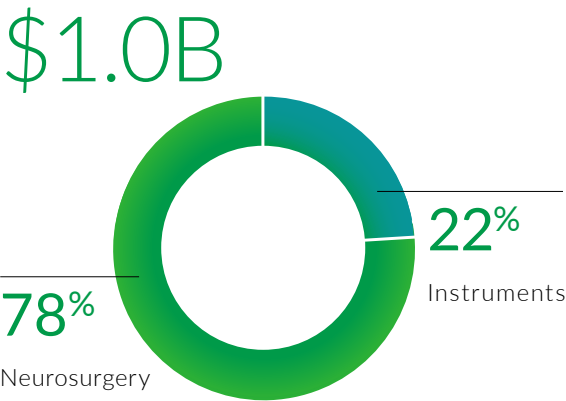
Integra at a Glance

Our Business Segments:  
Codman Specialty Surgical

Codman Specialty Surgical, CSS, 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 and otolaryngology.

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 procedures.

REVENUE  
FY2022



62%  
U.S. Sales

38%  
International Sales

LEADING  
BRANDS

- DuraGen®

DuraSeal®

CUSA®

MAYFIELD®

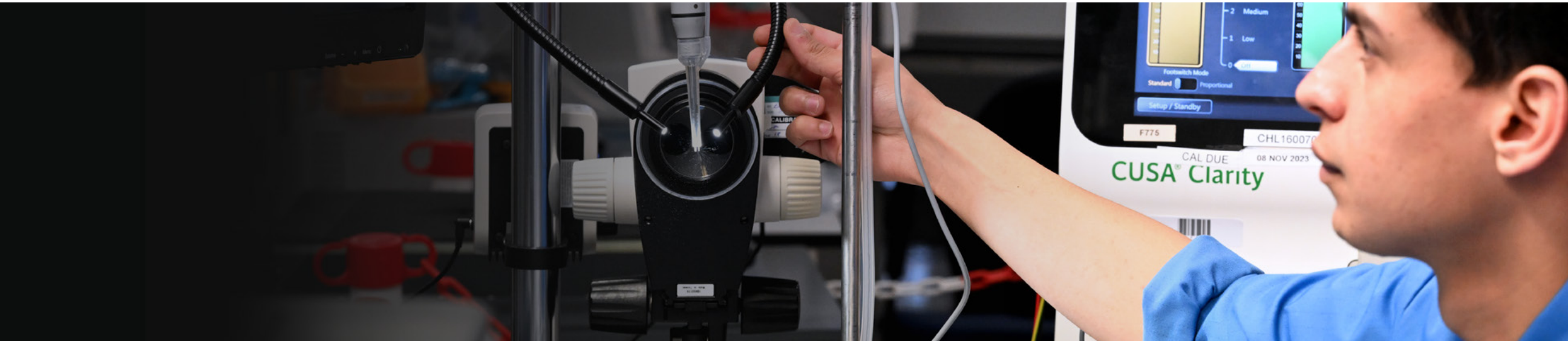
Certas® Plus
- Bactiseal®

ICP Express®

ISOCOOL®

Integra® DUO

14  
Market Leading Brands



Integra at a Glance

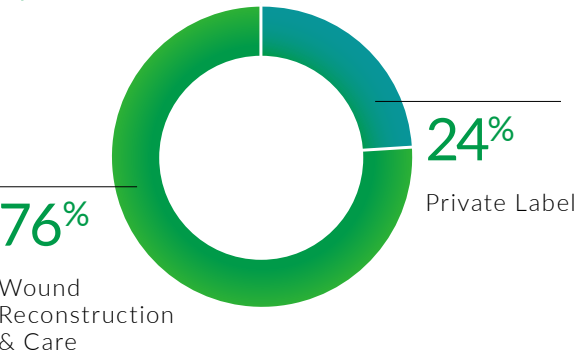
# Our Business Segments: Tissue Technologies

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 now also including DuraSorb®, a bioabsorbable matrix, we recently acquired as part of our Surgical Innovation Associates, Inc. (SIA) acquisition.

REVENUE  
FY2022

\$0.5B



88%

U.S. Sales

12%

International Sales

LEADING  
BRANDS

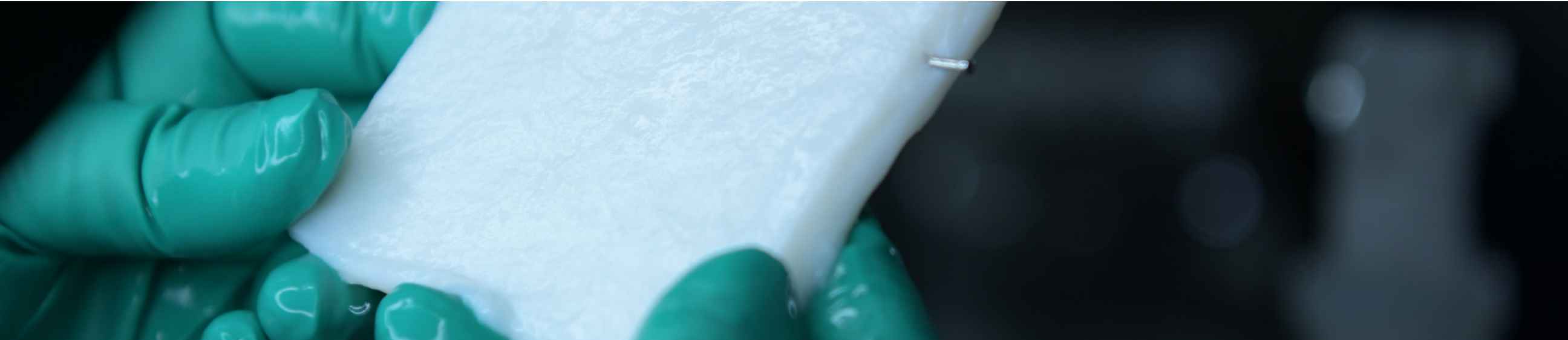
Integra® Dermal Matrices  
PriMatrix®  
SurgiMend®  
AmnioExcel® Plus

BioDFence® G3  
MicroMatrix®  
Gentrix®  
Cytal®

NeuraGen®  
NeuraWrap®  
MediHoney®  
TCC-EZ®

4

Unique Technology Platforms





# Integrated Growth Strategy

In 2022, the Company refocused its strategies around five pillars. The first three are growth drivers—levers that directly impact the Company's growth ambitions—and include innovating for outcomes, growing internationally and broadening our impact on care pathways. Our growth drivers are enabled by two key levers: driving operational and customer excellence and cultivating a high-performance culture. Together, these five pillars drive how and where the Company will focus its efforts in the coming years.

## DRIVING AN INTEGRATED GROWTH STRATEGY

Strengthening Core While Accelerating Growth Momentum

### GROWTH DRIVERS

Innovate for Outcomes



Grow International



Broaden Impact on Care Pathways



### ENABLERS

Drive Operations and Customer Excellence



Cultivate a High-Performance Culture



## 2022 ACCOMPLISHMENTS

CUSA® Portfolio: Launch Extended Laparoscopic Tip; Cleared Bone Tip 510(K)

Launched Aurora Evacuator + Coag in U.S.

Launched NeuraGen® 3D in U.S.

Instrument Alternate Site Line Extensions

MicroMatrix® and Cytal® EU Approval

Certas® Plus Valve Line International Extensions

Launched Neutus External Ventricular Drain (EVD) in China

Double-Digit Growth in China and Japan

Share Gains in CUSA®, Certas® Plus in Europe

Strong Growth in Indirect Markets

Completed LT International Strategic Roadmap

First Executive Vice President Outside U.S.

Divested Noncore Traditional Wound Care Business

Completed ACell Portfolio Integration, Expanding Wound Care Solutions

Completed Strategic M&A Gameboard

Completed SIA DuraSorb® Acquisition

Appointed First Chief Digital Officer

Closed High-Cost Manufacturing Facility in France

Outsourced and Automated Global Transactional Back-Office Activities

Investments in Supply and Manufacturing Resilience

Accelerated our “Cloud First” Strategy Across Sales, Operations and Analytics

Named to Best Places to Work in NJ

Awarded Great Place to Work-Certified™ Organization in China

Launched Integra’s First Career Development Week

Formed PRIDE 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, and for being responsible corporate citizens.

**THE HEALTHCARE TECHNOLOGY REPORT**  
Integra was named in the **Top 100 Healthcare Technology Companies** by Healthcare Technology Report for the second straight year.



**BEST PLACES TO WORK**  
Our **New Jersey** facilities were named in regional Best Places to Work lists.



**GREAT PLACE TO WORK**  
Integra received a **Great Place to Work-Certified™ Organization** in China, due to our China-based colleagues' feedback on the Trust Index Survey.



**FORUM OF EXECUTIVE WOMEN**  
Because of our strong commitment to board diversity, we received a **Champion of Board Diversity** from the Forum of Executive Women for achieving 30% or more female representation on our board in 2021.



**SAVOY MAGAZINE**  
Integra director Shaundra Clay was named to **Savoy Magazine's Most Influential Black Executives in Corporate America for 2022**. Shaundra and her fellow honorees showcase an elite representation of African American men and women who have been recognized for their executive and business leadership within national and global-leading corporations.



**WOMEN WE ADMIRE**  
Marysa Chiu, chief diversity and inclusion officer, was named one of **Top 50 Women Leaders of New York for 2022** by Women We Admire. Awardees are recognized for their professional achievements, and for their philanthropic and community efforts, and include women leaders from some of New York's largest industries like financial services, healthcare, professional and business services, manufacturing, and education.



**HEALTHCARE BUSINESSWOMEN'S ASSOCIATION**  
Jyoti Varma was named Healthcare Businesswomen's Association **Luminary** in 2022.





PATIENT STORIES

# Stand Up and Dance

## ISABELLA MCCUNE



“When Isabella walks into a room, the room lights up. She’s very young but has made quite an impact on people both nationally and internationally for her injury and her efforts and the fact that she survived and is doing so well.”

DR. KEVIN FOSTER

On March 17, 2018, during a neighborhood gathering, Isabella McCune sustained second- and third-degree burns over 65% of her body, including her legs, back and arms. At the hospital, Isabella was heavily sedated, swollen and fragile. She was put in an induced coma and remained intubated for two weeks. When she woke up, she had little recollection of what had happened—she thought she was waking from a scary dream. As her mom Lilly said, “Very early on, we learned to take it one day at a time. What we initially thought would be 50 days in the hospital, which already was too long for Isabella, turned into 276 days.”

Isabella’s care team, led by Dr. Kevin Foster, a trauma and burn surgeon and director of the Arizona Burn Center—Valleywise Health, focused on getting her functional, back to

school and living her life. As her burn surgeon, he explained, “To heal her I had to torture her—the dressing changes, the surgeries, the rehabilitation, physical therapy and more; all of it painful physically and psychologically.”

Dr. Foster used Integra Dermal Regeneration Template (IDRT) to treat Isabella’s acute burns on her lower extremities. He has seen a lot of success with our product over the years and the tremendous impact it’s had on patients’ lives.

Through it all, she persevered, inspiring many other people. In fact, she even drew the attention of her idol, Taylor Swift. After the Arizona Republic shared a viral video of Isabella’s wish to see a Taylor Swift concert, Swift made a surprise visit to Isabella on May 5, 2018.

Isabella made a triumphant recovery and went back to school in 2019. In June 2022, Isabella joined the Valleywise Health Foundation’s “Team Courage Rising,” a group of 47 climbers, including eight survivors and medical professionals from the Burn Center, as well as community supporters. Their goal was to raise funds and awareness for the Diane & Bruce Halle Arizona Burn Center in the new Valleywise Health Medical Center opening in October 2023.

On the fifth anniversary of Isabella’s accident, her wish came true when Valleywise Health Foundation and local Arizona radio station LIVE 101.5 helped her attend a Taylor Swift concert. Isabella, now 13 years old, shared, “The last time she saw me I was in a wheelchair. Now I’m standing up, screaming, and dancing in the crowd to her.”



INTEGRA® DERMAL REGENERATION  
TEMPLATE

\*Courage Rising is a campaign sponsored by Valleywise Health Foundation to show burn survivors can accomplish anything and to support the new Arizona Burn Center at Valleywise Health in Phoenix, Arizona.

PATIENT STORIES

# An Active Life Restored

## DEBBI FIELDS



“When you are diagnosed with hydrocephalus, it is important to know you can regain your life. You can have a fulfilling life. The Hakim valve changed my life.”

DEBBI FIELDS

Debbi Fields had spent an unfortunate portion of her life dealing with debilitating migraines. Diagnosed with hydrocephalus at age 36, her original neurosurgeon suspected she may have had this condition since she was born. Because of this condition, she was known as the “family headache.” Debbi would constantly get recurring migraines, which interrupted the lives of Debbi and her husband, Mike. She would be in such pain that she would end up in bed for a day or two at a time. The Fields had to regularly cancel trips, gatherings or dinner plans with their friends.

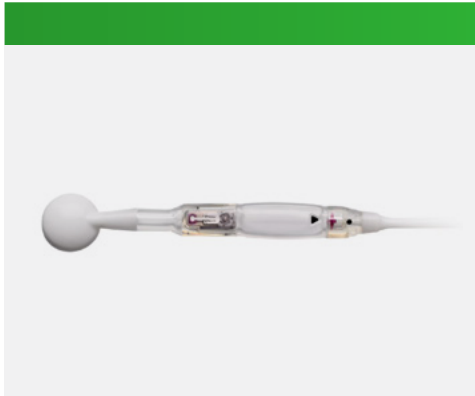
After her initial valve implantation, Debbi found herself needing a revision to the proximal catheter on an average of every 18 months and, despite these adjustments, she continued to experience varying levels of discomfort. Moreover, as her previous shunt continued to

show signs of failure, it started to affect the way she walked and her overall function. For example, while vacationing in the Caribbean, Debbi’s shunt malfunctioned, and she found herself unable to get out of bed or walk on her own without assistance. They spent almost the entire trip in their hotel room, with Mike caring for Debbi around the clock.

By the time she met with her current neurosurgeon, Debbi had gone through 15 revisions. Through her surgeon’s recommendation, she was implanted with the Hakim® programmable valve and it drastically improved her quality of life. A shunted patient’s condition will often change over the course of their treatment, making pressure changes necessary. A programmable valve allows a surgeon to noninvasively change the opening pressure.

It’s been over 20 years since the Hakim® programmable valve was implanted and Debbie has since experienced minimal complications. Using her own personal experience as inspiration to help others and give back to her community, she has devoted a countless amount of time to providing education, support and guidance to fellow hydrocephalus survivors.

Today, the Fields are living life to the fullest. The couple of more than 50 years has been very active and now enjoy the activities they love the most, such as volunteer work and traveling. Debbi continues to enjoy gardening and helps care for plants and trees in a park within her local California community. “When you are diagnosed with hydrocephalus, it is important to know you can regain your life. You can have a fulfilling life,” said Debbi. “The Hakim valve changed my life.”



HAKIM® PROGRAMMABLE VALVE



# Our ESG Strategy and Roadmap

Integra has a long-standing commitment to environmental, social and governance (ESG) concerns and values.

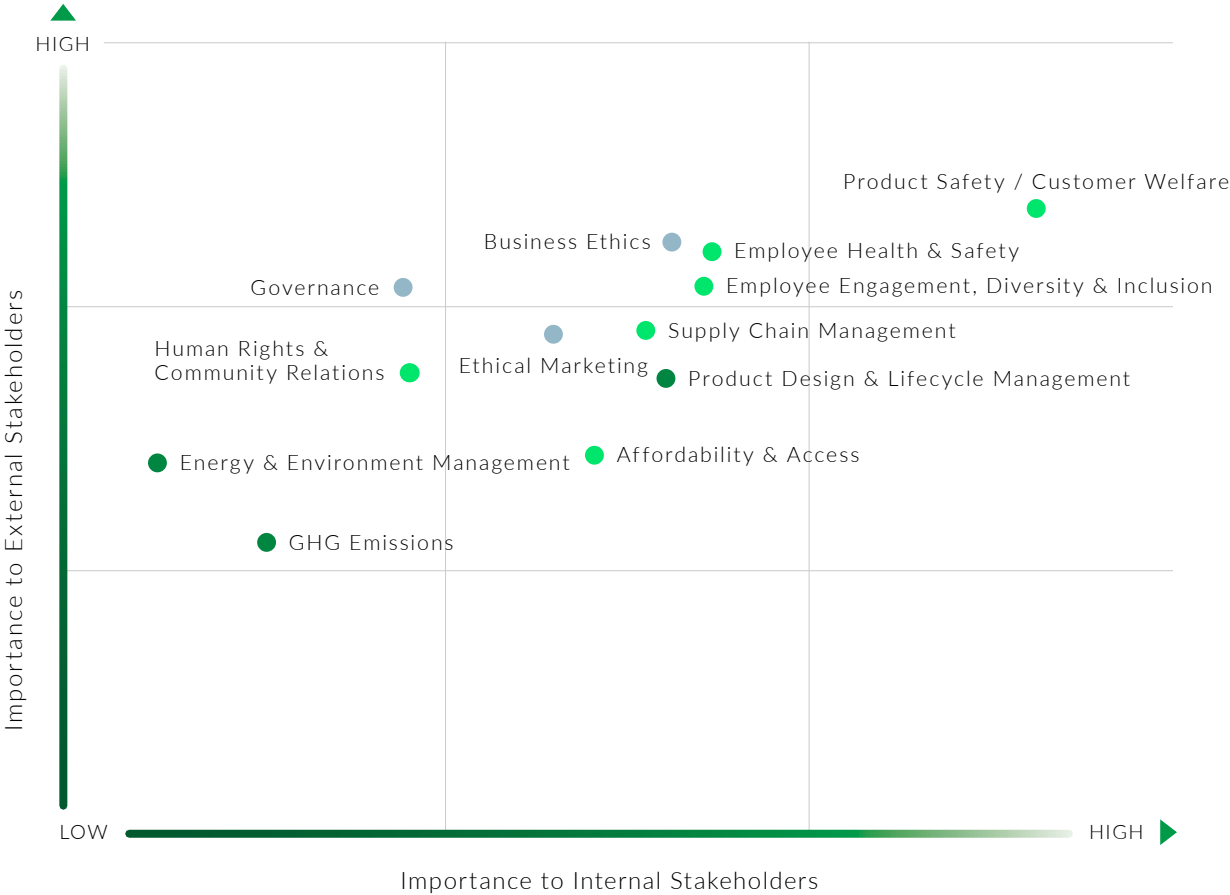
ESG is embedded within our vision to be the first choice of clinicians and healthcare systems as we work together to heal patients’ brains and bodies, improving lives around the world. Doing the right thing for our stakeholders is part of how we fulfill our vision and restore patients’ lives.

In our inaugural 2021 ESG report, we outlined our intentions for the next three years. In this second report, we will update our stakeholders on our progress and describe what’s ahead. Our roadmap continues to focus on the

material topics we identified in 2021, when we conducted 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 output of a comprehensive review with stakeholders and continues to align to the most critical ESG-related issues and opportunities driving Integra’s long-term performance. Our materiality mapping illustrates our alignment of priorities with our external stakeholders in product safety, customer well-being, and employee health and safety, all of which are paramount to Integra’s long-term success.

## MATERIALITY MAP

● Environmental   ● Social   ● Governance





Our ESG Strategy and Roadmap

INTEGRA'S ESG ROADMAP

In 2021, after an in-depth assessment of our sustainability efforts, we created a roadmap of our near- and long-term ESG goals. In this year's report, we disclose our achievements over the 2022 calendar year and reaffirm what's ahead.

- Environmental
- Social
- Governance

2022

- Established ESG governance model with board of directors
- Calculated Scope 1 and 2 GHG emissions for the first time
- Published our inaugural ESG report, aligned with GRI and SASB
- Launched first-ever Colleague Development Week
- Launched PRIDE LGBTQ+ Employee Resource Group
- Improved board diversity
- Began evaluating strategies for direct GHG emissions reduction
- Selected Environmental, Health and Safety management technology system

2024 and Beyond

- Continue regular dialogue with internal and external stakeholders involved to ensure continued alignment on material issues
- Disclose progress against ESG targets, including targets for GHG emissions reduction
- Report under CDP and Taskforce for Climate-related Financial Disclosures (TCFD)
- Establish additional ESG targets for our material topics



2021

- Current state and materiality assessment
- Stakeholder engagement on ESG strategy
- ESG strategy & roadmap formalization

2023

- Implement Environmental, Health and Safety management technology system
- Update of Scope 1 and 2 emissions
- Calculate Scope 3 emissions
- Conduct assessments of highest energy-consuming sites to identify greatest opportunities to reduce GHG emissions
- Publish second annual ESG report
- Implement ESG program management system
- Develop decarbonization strategy to execute on GOG emissions reduction plan

18

Restoring Lives and Our Commitment to Customers and Patients

21

Clinical Trial Standards and Programs

23

Reaching More Patients

26

Meaningful Impact Through Product Donations

27

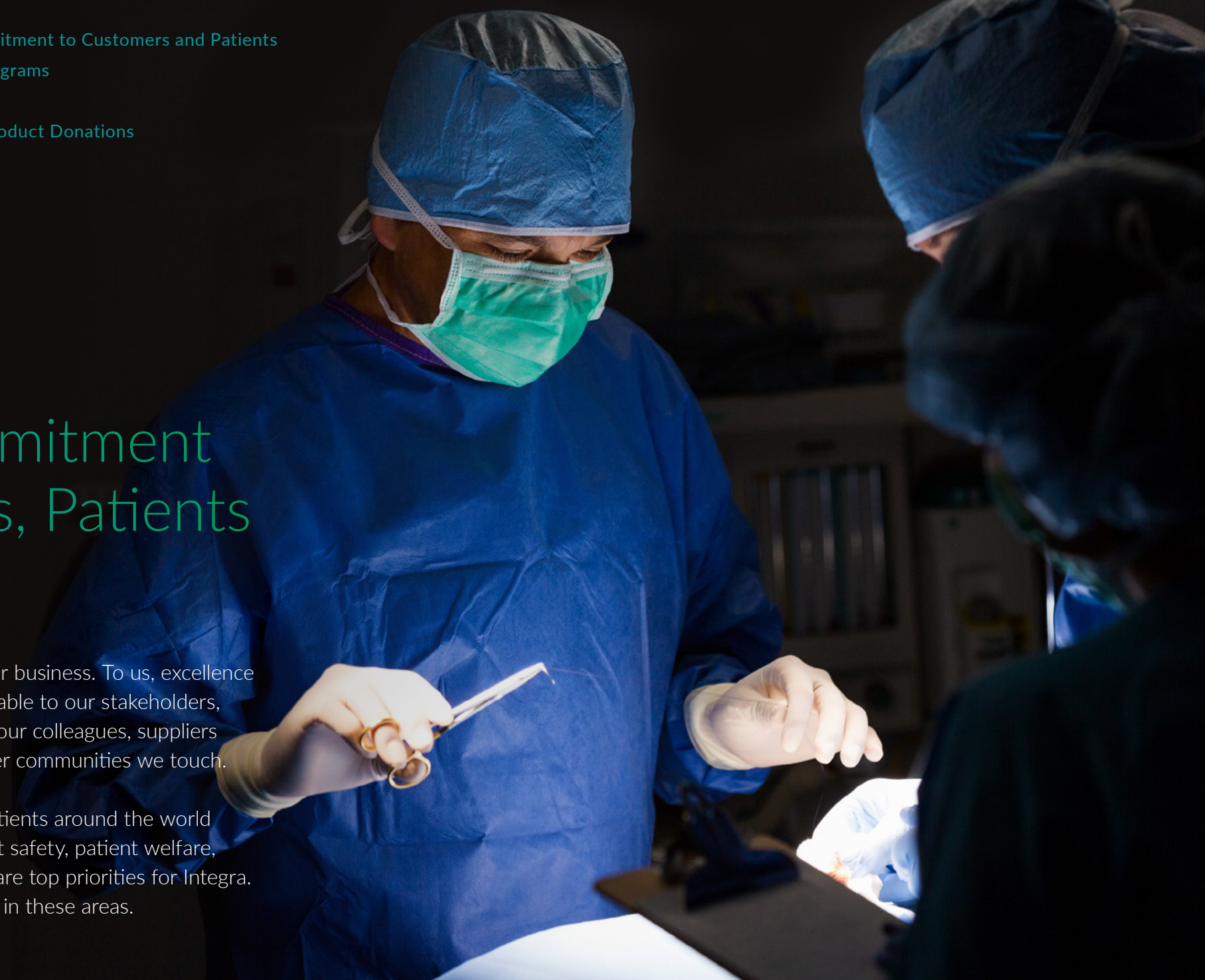
Investing in Our Communities

EXCELLENCE

# Unwavering Commitment to Our Customers, Patients and Colleagues

Integra aspires to excellence in every aspect of our business. To us, excellence means being supportive, transparent and accountable to our stakeholders, including healthcare providers and their patients, our colleagues, suppliers and other business partners, as well as the broader communities we touch.

We heal brain and body, improving the lives of patients around the world through technologies that transform care. Product safety, patient welfare, community relations and affordability and access are top priorities for Integra. We work to continually improve our performance in these areas.





# Restoring Lives and Our Commitment to Customers and Patients

At Integra, our products and services are developed to restore patients’ lives.

That means product safety and quality are paramount. Put simply, our work matters. We have many policies and processes to ensure we create quality products, but we don’t rest on our laurels. We continuously improve our Quality Management System (QMS) to meet the highest and most current quality standards.

## It Starts with Our Quality Policy

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 are the Foundation

All Integra colleagues participate in quality training to understand the laws, policies and procedures that apply to their roles. The training certifies they are aware of how they contribute to our quality objectives. Training on the QMS is annual and 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,

which helps colleagues understand the benefits of performing their jobs well and how to identify issues that may impact product safety. We require manufacturing associates 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.

### OUR QUALITY MANAGEMENT SYSTEM AND 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

Throughout the Product Lifecycle

Integra employs innovative processes and procedures to ensure the design, development and commercialization of safe and effective products. Our product innovation process is the first step of the product lifecycle.

Our innovation 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.

Integra’s product safety board includes 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.

To ensure we meet product requirements, Integra monitors, measures and documents product characteristics at multiple 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 safety performance, new regulation applicability, product changes against

regulation requirements, investigations and customer feedback to ensure ongoing compliance within the markets where the product is sold. Each product family is risk assessed quarterly. This ongoing surveillance, along with our risk management program, helps us understand the performance of our products, securing quality improvements year over year.

Taking Swift 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 be in compliance 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 those that don’t conform. For example:

- We hold and quarantine any products within our control that might not conform, until we determine if they are 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 if we should escalate the issue.
- When necessary, 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.



MANUFACTURING SITES HOLDING ISO 13485:2016, MDSAP AND MDD/MDR CERTIFICATIONS	QMS CERTIFICATIONS	NUMBER OF LOCATIONS
	ISO 13485	14
	MDSAP	13
	MDD	10

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, not only because it is a regulatory requirement, but because it provides us with an outside perspective on what we are doing well and where we have room for improvement.

Integra is subject to auditing by country-specific regulatory bodies like the United States Food and 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. To prioritize the safety of our customers and patients, we report adverse events to regulatory agencies as directed by regulations.

We use results from internal and external audits as part of Integra’s ACE (Audit Center of Excellence) 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, keeping to applicable regulatory requirements. The process guides the timely handling of complaints, including:

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

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

Key Quality Indicators

	2022	2021	2020
Inspections by worldwide regulatory agencies*	48	44	45
Percent with zero observations	67%	57%	55%
Percent with one or fewer observations	85%	67%	62%
Number of corporate audits	28	24	22
Number of FDA Warning Letters	0	0	0
Number of FDA Warning Letters resolved**	0	0	0
Number of FDA Class 1 recalls	1	0	1

\*Includes FDA and Notified Bodies (BSI, DEKRA) and Health Authorities (ANVISA, ANSM), and Electrical Certification Bodies (UL)  
\*\*One warning letter from 2019 remains open.



# Clinical Trial Standards and Programs

Clinical trial research enables surgeons to make better decisions about patient care and helps patients make 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.

## Ensuring Participant Safety and Quality Data

Integra's worldwide corporate policy on clinical operations, approved by our Medical Affairs executive team, outlines our research processes.

Our policy aligns with international guidance and standards, plus all applicable regulations—no matter where the research is conducted. 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 Good Clinical Practice (GCP) certifications through CITI Program GCP training, 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 occurs regularly according to written monitoring plans for both trials conducted directly by Integra and trials 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. In addition, Integra obtains approvals from:



- Institutional or central ethics committees
- Institutional review boards
- Applicable national regulatory authorities or bodies

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. In addition, the oversight of ethics committees and other bodies ensures there are pathways for clinical trial participants to escalate grievances to safeguard their health and well-being.

## 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 Clinical Trials Registry](#), the [World Health Organization International Clinical Trials Registry Platform](#) and the [European EUDAMED database](#).

We regularly update the information in these databases, including with results from both completed and terminated trials.

After a trial is complete, Integra discloses the outcome and raw data of primary and prespecified secondary endpoints on [www.clinicaltrials.gov](http://www.clinicaltrials.gov), according to timeframes established by law. We also report our results, whether positive, negative or inconclusive, through public databases, professional meeting presentations or peer-reviewed journals. When publishing in peer-reviewed journals, our teams follow the criteria of the International Committee of Medical Journal Editors for authorship of clinical trial publications.

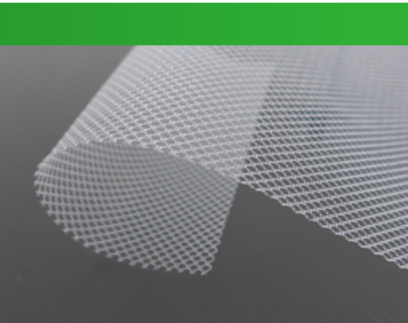


Clinical Trial Standards and Programs

A Renewed Focus on Women’s Health

Through product development and clinical research, we strive to deliver products for patients that set new and improved standards of care. The Company recently submitted a Premarket Approval (PMA) to the FDA for SurgiMend® PRS Acellular Bovine Dermal Matrix (ABDM), a xenograft matrix, for soft tissue support in implant-based breast reconstruction (IBBR) after mastectomy. Integra is the first manufacturer to seek such approval. In addition, Integra subsidiary Surgical Innovation Associates is conducting a multicenter investigational study to evaluate DuraSorb®, a monofilament surgical mesh, in tissue expander-based submuscular breast reconstruction—with plans for a future PMA submission.

Breast cancer is the most common cancer globally, making up 25% of total new cancer cases diagnosed in women. In the United States, about 1 in 8 women—or 13%—will develop invasive breast cancer during their lifetimes.



DURASORB

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 2020, there were more than 135,000 breast reconstruction surgeries in the U.S., and 61% of breast reconstruction procedures included the use of tissue expanders and implants. As part of IBBR procedures, more and more surgeons use acellular dermal matrix (ADM)/surgical mesh for soft tissue support. To date, there is no ADM/surgical mesh approved by the FDA specifically for use in IBBR.

Improving Health Outcomes for Intracerebral Hemorrhages

To improve healthcare outcomes, Integra is supporting clinical trials on new technologies to treat intracerebral hemorrhages (ICH) through minimally invasive surgery (MIS) and the surgical management of ICH.

Approximately 10% of the 795,000 strokes each year in the United States are caused by an ICH, or sudden bleeding within the brain. ICH has a disproportionate impact on lower-resource populations both within the United States and internationally. In U.S.-based studies, ICH incidence has been reported to be ~1.6-fold greater among Blacks than Caucasians and 1.6-fold greater among Mexican Americans than non-Hispanic Caucasians. Internationally, ICH incidence is substantially higher in low- and middle-income versus high-income countries, both as a proportion of all strokes and in absolute incidence rates.

In 2021, we launched the large-diameter Aurora® Surgiscope® System, a proprietary disposable visualization system with integrated access channel, camera and lighting, utilized in MIS neurosurgical procedures, including the treatment of ICH and removal of deep-seated tumors. The Aurora Surgiscope platform is designed to allow surgeons to access locations deep within the brain while helping to minimize damage to surrounding tissues and critical structures.

The disposable Surgiscope system eliminates the need for large, expensive visualization systems such as microscopes, exoscopes and endoscopic towers and reduces operating workflow complexity.

We continue to gather clinical evidence using the Aurora Surgiscope System in the early surgical intervention of ICH and believe this technology has the promise to transform the standard of care for this devastating condition.



AURORA SURGISCOPE  
15MMX60MM WITH  
OBTURATOR

AURORA IMAGE  
CONTROL BOX

# Reaching More Patients

We are pursuing a multifaceted strategy to broaden access to our technologies through market support activities, education of physicians and patients, fair pricing of our products, and the advancement of value-based healthcare initiatives.

## Enhancing Patient Access to Our Technologies

Integra’s Market Access team increases patient access to our technologies, focusing on three areas:



- 1

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

For example, an observational study of aneurysmal subarachnoid hemorrhage hydrocephalus and the health economic model of the closure of posterior cranial fossa with Integra technologies demonstrated clinical and economic benefits for both patients and healthcare systems.

The Company is also developing a value-based model for treating diabetic foot ulcers, showing Integra technologies give better patient outcomes and reduce healthcare costs.
- 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 people’s 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. In addition, Integra provides a program to assist with insurance benefit verification and pre-authorization of any procedure involving our products. Furthermore, healthcare professionals can use resources on Integra’s website for reimbursement information on our surgical solutions.

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. Many insurers closely follow government coverage decisions.
- 3

**Coordinate communications with health authorities and trade association groups.**

Two recent health economic projects confirmed that using Integra technologies in dura mater repair procedure and in the treatment of hydrocephalus is a cost-effective strategy and the study results can be presented to health authorities.

Our colleagues in Japan are working with and sit on the advisory board of the Health and Global Policy Institute (HGPI) on the Dementia Policy Project, which aims to influence legislative processes and decision-making through policy advocacy and to improve public understanding and support for dementia. Idiopathic normal pressure hydrocephalus (iNPH) is a leading cause of dementia for Japan’s super-aged society and the work being done is to help to better identify iNPH patients so that the proper treatment plans can be prescribed to improve their quality of life.

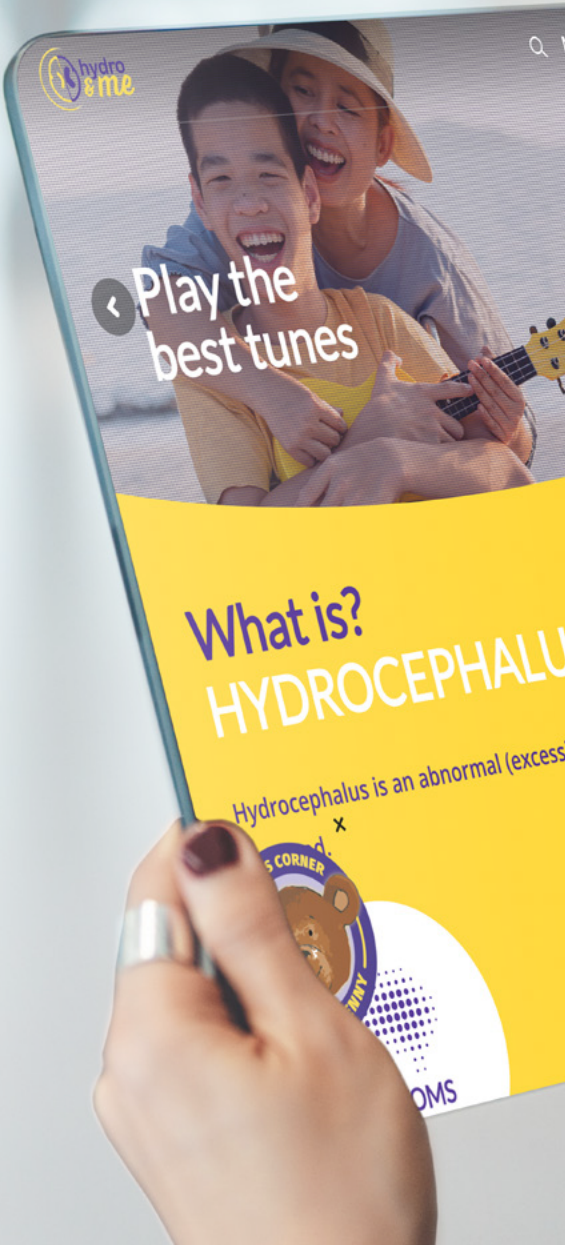
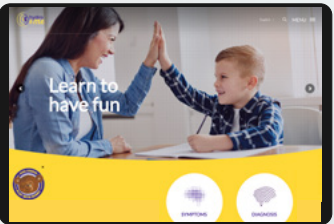


Reaching More Patients

## Education for Patients and Providers Alike

We often provide supplemental support on specific disease states and associated products to enhance care for patients and providers alike.

For example, our website [hydroandme.com](https://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. The site also includes a locator tool for expert treatment centers globally that are equipped to manage our hydrocephalus medical devices. This information is also made available to patient associations across the region through collaborative activities with other online platforms such as with UK’s Shine charity association.



## Best-in-Class Professional Education

Through our professional education outreach, we are committed to fostering a collaborative and compliant environment for the seamless 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: Integra Academy and the Codman Tissue Academy, which we recently launched in Europe.

These online resource centers provide best-in-class medical education to train healthcare professionals and support positive patient outcomes. We’re also proud to support

awareness efforts for pediatric conditions such as craniosynostosis and complications after cranioplasty, conditions that cut across both our specialty areas.

To aid 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, including the European Society for Pediatric Nephrology (ESPN) and the European Association for Neurosurgery (EANS).

2022 INTEGRA PHYSICIAN ACADEMY EDUCATION EFFORTS BY THE NUMBERS			
12	~15	8	100+
Integra Courses	Sponsored Courses	Webinars	Videos in Integra Academy
8	15	~1,500	
Societies & Associations	Sales Trainings	HCPs Following Our Initiatives	





Reaching More Patients

INTEGRA SHOWCASES OUR PRODUCTS' VALUE

Our experts in health economics and outcomes research focus on how our technologies bring value to patients, customers and healthcare systems. At the 2022 Professional Society for Health Economics and Outcomes Research (ISPOR) congress, Integra presented studies on key products, including:



BACTISEAL EVD

We showed a cost-impact analysis noting the superior outcomes and economic value of antibiotic-impregnated external ventricular drain catheters in cerebrospinal fluid diversion procedures when used instead of standard catheters.



DURASEAL POLYETHYLENE GLYCOL HYDROGEL

A budget-impact model across five European countries showed our Polyethylene Glycol hydrogel would decrease costs and improve efficiency compared to fibrin glue sealant for posterior fossa brain surgery.



FAIR AND EQUITABLE PRICING

Pricing can inhibit healthcare access for those who need it most. We take a holistic and multifaceted approach to pricing our products, using a variety of fair and equitable pricing models. 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.

# Meaningful Impact Through Product Donations

We strive to have meaningful impact and change lives through support of organizations that align with our values and need our products.

In 2022, we donated \$1.59 million in products to charitable organizations; that brings our three-year total to \$17.8 million.

\$1.59M

In Products Donated in 2022 by Integra

\$17.8M

In Products Donated over the Past Three Years

In 2022, 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 such as Ukraine, Haiti, Ethiopia, Liberia, Honduras and other places where medical supplies are needed.

In addition, we donate products to organizations where our products can be used in teaching and research and development. While arranging product donations is often complex, with a myriad of regulatory and international rules, we work tirelessly to make our products available.



## SENDING EMERGENCY RELIEF NEUROSURGICAL PRODUCTS TO UKRAINE

In February 2022, the world was shocked by the invasion of Ukraine by the Russian Federation. The war with Russia has brought many hardships to the Ukrainian people, including destruction of hospitals and the loss of medical supplies. Integra donated critically needed neurosurgical products to the Catholic Medical Mission Board (CMMB), providing lifesaving products for emergency surgical treatment needed in Ukraine.

CMMB is an international, faith-based nonprofit organization providing long-term, cooperative medical and development aid to communities affected by poverty and unequal access to healthcare.



## MEDWORKS FREE DENTAL CARE IN OHIO

Integra donated dental products to Medworks in Cleveland, Ohio, for use in their free dental clinic in November 2022. Our donation helped Medworks provide 1,000 dental services to 800 patients. Medworks plays an integral role in linking the uninsured and underinsured with essential medical and dental point-of-care, and connection to follow-up care for overall health.



## INTEGRA DONATES SHUNTS TO TREAT PEDIATRIC PATIENTS IN HAITI

Haiti has been hit with natural disasters for years and lacks the infrastructure to adequately address the resulting challenges. In 2022, Integra made product donations to the relief organization For You Haiti through Global Impact, a U.S. charity that works to inspire greater giving as a partner across the private, nonprofit and public sectors. The donations helped with pediatric shunt surgeries for Haitian children suffering from hydrocephalus and spina bifida. Patients traveled for up to two days by public transport and on foot to see the surgeons, who performed surgeries on 36 pediatric patients.



# 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 2022, several members of Integra’s executive leadership team served as the benefit’s co-chairs, including Mike McBreen, executive vice president and president, Codman Specialty Services; Eric Schwartz, executive vice president and chief legal officer; and Jessica Smith, corporate vice president, Global Regulatory Affairs. Last year marked the 20th year of the awards benefit and we raised more than \$50,000 during the 2022 event. Total donations to date have reached more than \$1M, of which more than half are colleague donations.



### 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 country.

**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.

Integra LifeSciences helped Phoenix Society launch the pilot phase of the Journey Forward Program with survivor care kits. This program helps survivors make the transition from hospital to home. The pilot program was held in six burn centers for newly injured survivors and their families. Colleagues and Integra contributed over \$50,000 in 2022. Total donations to date are nearly \$1M, with a significant portion attributed to colleague engagement activities and fundraisers.



### SUPPORTING HYDROCEPHALUS AWARENESS

The Codman Integra UK team is an official sponsor of the annual Hydrocephalus Awareness Week (HAW) held by SHINE, a UK charity that provides specialist support for those with spina bifida or hydrocephalus. In 2022, the Company’s sales team launched a “Donate a Photo” initiative, collecting photos of customers with the SHINE mascot. For every photo, Integra paid £5 to SHINE, raising £760.

Three UK colleagues also completed the Yorkshire Three Peaks, a 25-mile trek across the three highest peaks of the Yorkshire Dales, raising another £1,090 for SHINE.

In the U.S., Integra has a strong relationship with the U.S. Hydrocephalus Association and holds walks across the country during Hydrocephalus Awareness Month in September. In 2022, the Company supported three-quarters of the association’s walks with participation from 120 colleagues, raising \$27,000 for the organization.





Investing in Our Communities

Additional Giving

Here is a small sampling of our local community initiatives around the world:

**HYGIENE KITS FOR ELIJAH'S PROMISE:**

In April 2022, members of the Integra Indian American Affinity Group (IIAAG) assembled hygiene kits for distribution through Elijah's Promise, a New Jersey-based nonprofit organization that focuses on ending food insecurity and improving the lives of those in central New Jersey.



**INTEGRA LYON TEAM SUPPORTS CANCER RESEARCH:**

For the sixth year, the Lyon team of Integra France, jointly with the Women of Integra Network (WIN) of Lyon, supported the nonprofit organization "Courir POUR ELLES," which aids women in their fight against female cancers.



**BENEFITING THE PHOENIX SOCIETY FOR BURN SURVIVORS:**

In December 2022, the Tissue Technologies leadership team raised over \$1,700 during their annual holiday fundraiser to benefit the Phoenix Society for Burn Survivors.



**GIVING BLOOD FOR A CAUSE:**

In 2022, Integra colleagues at our Lafayette, Indiana facility organized four blood drives in coordination with the American Red Cross. More than 70 units of blood from 83 donors were donated.





Investing in Our Communities



## The Integra Foundation: Our Philanthropic Arm

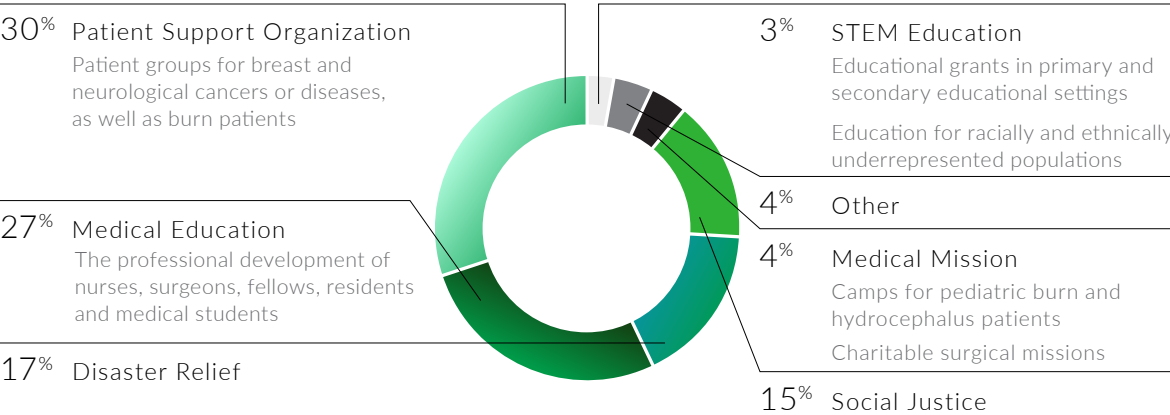
The Integra Foundation, a separate 501(c)(3) organization, is the philanthropic arm of Integra LifeSciences and is committed to improving patients' lives. The Foundation awards grants to other nonprofits that support medical education in regenerative medicine, plastic and reconstructive surgery, wound 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



### 2022 Foundation Grant Giving and Causes



#### SUPPORTING EMERGENCY RELIEF EFFORTS

Throughout its history, the Integra Foundation has aimed to alleviate suffering in times of crisis. It awards significant grants at the beginning of each year to two medically oriented crisis response organizations, Americares and Direct Relief. This funding approach enables the organizations to actively prepare before disaster strikes and allows the Foundation to play an immediate role in supporting emergency responses, saving lives around the world. In 2022, the Foundation provided additional grants to both organizations in support of their Ukraine emergency response efforts.



#### SUPPORTING BLACK WOMEN IN THE FIGHT AGAINST BREAST CANCER

In 2022, the Integra Foundation made a grant to Sisters Network Inc. (SNI), a national African American breast cancer survivorship organization that works to increase awareness on the devastating impact breast cancer has in the African American community. SNI is nationally recognized and a critical information resource for Black women. The Foundation's grant supports the Karen E. Jackson Breast Cancer Assistance Program, which provides financial assistance to breast cancer survivors and mammograms to underserved or uninsured women nationwide.

- 31 Building a Diverse Workforce
- 33 Employee Resource Groups (ERGs) Create a Culture of Inclusion
- 35 Building a Culture of Growth and Development
- 42 Putting the Safety of Our Employees First

OUR PEOPLE & TEAMWORK

# Recognizing Our Colleagues Are Our Greatest Asset

Integra’s people are our greatest asset. From quality specialists to our sales team to clean room operators, our colleagues restore countless lives through their work and support. In recognition, we invest in their growth both personally and professionally.

Our dedication to individual growth and team success is evident in 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.





# Building a Diverse Workforce

A diverse workforce, an inclusive culture and a welcoming work environment are business priorities and keys to our long-term success.

Our commitment to diversity and inclusion (D&I) starts at the top with our board of directors and CEO. At all levels of the Company, we focus on attracting, retaining and developing

diverse talent. Our corporate human resources and chief diversity & inclusion officers support our efforts.

Executive leadership sets D&I goals for the Company each year, 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.

Inclusion at Integra is about a culture where colleagues feel welcomed and valued, where differences are encouraged, and where unique experiences and ideas are heard and applied. Inclusion advances our priorities and drives better outcomes for patients. Education is critical to achieving a culture of inclusion. Integra colleagues participate in programs on how to recognize and manage bias, and how to value differences.

Through our Employee Resource Groups (ERGs), leadership councils and external partnerships, we provide opportunities for colleagues to create a welcoming culture and to provide feedback to our executive team about how we can do better.



Building a Diverse Workforce

A Look at Our Workforce

As of Dec. 31, 2022, we had approximately 3,722 regular full- and part-time employees and 874 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, 38% of our executive leaders and 43% of senior leaders (nonexecutive vice presidents) are female.

Managing Unconscious Bias

Members of our executive leadership, senior management and larger-scope leaders have participated in a half-day microinequities training. The course content included understanding unconscious bias and microinequities, how to identify microinequities in day-to-day decisions and actions, and ways to mitigate microinequities on an individual and organizational level.

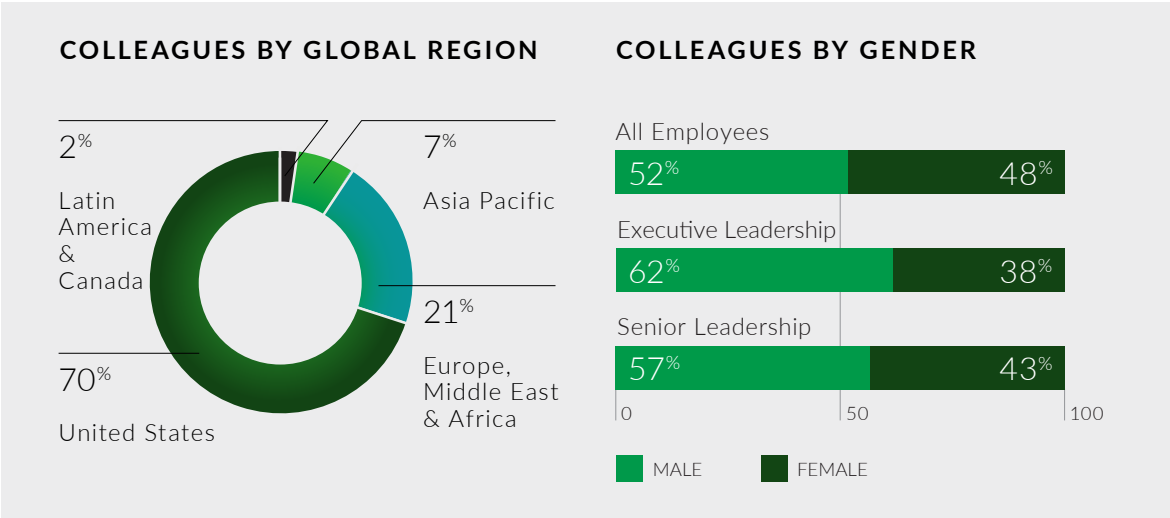
Across the globe, all colleagues have participated in two mandatory programs to promote inclusion. The Introduction to Managing Unconscious Bias course creates awareness of unconscious biases in the workplace and introduces tools to build bias-breaking skills. The follow-on course, Practicing Inclusion,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

Workplace Respect

Integra is an equal opportunity employer and is committed to providing equal employment opportunities to all qualified applicants and employees regardless of race, marital status, color, religion, sex, gender, age, national origin, sexual orientation, physical or mental disability, or protected veteran status. In addition to compliance with applicable laws, the workplace culture of Integra includes mutual respect. We are dedicated to providing a healthy and safe workplace, free from harassment, discrimination, intimidation and retaliation.

We have a robust anti-discrimination policy within our Code of Conduct, outlining intolerance for discriminatory action of any kind. The policy is not meant 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 maintain a safe and healthy workplace for all.

For more information on our Code of Conduct, see page 49 in this report.



# Employee Resource Groups (ERGs) Create a Culture of Inclusion

We recognize the importance of creating a diverse work environment where people feel welcomed and valued.

Our six employee-driven resource groups in 10 countries around the world are a vital part of fostering that culture.

Our Employee Resource Groups (ERGs) are led by colleagues, with executive leadership as sponsors, and 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 build inclusive leadership and better team dynamics.

~1 in 5

Integra Colleagues Are Members of an ERG

~100

Colleague Workshops, Events and Activities, Both Virtually and in Person, Hosted by ERGs in 2022

## SIX INTEGRA ERGS:

INTEGRA  
VETERANS  
AFFINITY  
GROUP



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. In Europe, we recognize V-E Day on May 8 and, in the United States, Memorial Day on May 30. Throughout the month, weekly posts on our intranet honor armed services members who have received the highest decorations for acts of valor.

In November 2022, IVAG hosted the first annual Veterans Day Virtual Fitness Event to raise money for the Fisher House Foundation. In addition, the IVAG members partner with external organizations to attract veterans to Integra. Their efforts have led to the hiring of several veterans in the United States in 2022.

INTEGRA  
AFRICAN  
AMERICAN  
AFFINITY  
GROUP



This ERG empowers and educates colleagues in the areas of professional development and community outreach. In 2022, the group hosted its second annual Juneteenth event, leading colleagues through an impactful discussion on how we can collectively contribute to the betterment of society and heal from systemic racism. The group also raised money for relevant charities, a donation matched by the Integra Foundation. Integra provides all U.S. colleagues with the day off on Juneteenth to self-reflect, celebrate and learn about Black history.

IAAAG also supports activities around Black History Month, contributing company-wide trivia to educate colleagues. In 2022 special guest speaker Dr. Nyeema Watson, vice chancellor for diversity, inclusion, and civic engagement at Rutgers University Camden, hosted a session on "The Importance of Representation." She shared best practices to respect the perspectives of others.

INTEGRA  
INDIAN  
AMERICAN  
AFFINITY  
GROUP

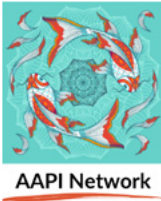


This ERG supports Integra colleagues of Indian descent while educating others on Indian American history and culture. In March 2022, the group celebrated Holi, the spring festival of colors, with an instructor-led art workshop centered on D&I.

In addition to volunteering and networking events, the group also celebrated Diwali at Integra with dancing, rangoli and leader remarks, followed by an in-person lunch.

ASIAN  
AMERICAN  
PACIFIC  
ISLANDER  
NETWORK

AAPI NETWORK



The AAPI Network, which consists of AAPI colleagues from the U.S. and Canada, supports the advancement of AAPI colleagues, celebrating their contributions to Integra and our communities while deepening the Company's understanding of AAPI cultures. Throughout the year, the network sponsors professional development workshops, roundtable sessions and social events for its members.

In 2022, the network celebrated AAPI Heritage Month to recognize the contributions of Integra's AAPI colleagues to the Company's growth and success. During the month, the Network hosted Peace Cranes for Ukraine, a special fundraising event where colleagues globally were invited to make origami cranes. For every crane created, they made a \$1 donation to the International Red Cross for Ukraine relief efforts.

In addition, for the second year in a row, the AAPI Network sponsored the Integra dragon boat crew, which participated in the annual Mercer County dragon boat race near Integra's Princeton, New Jersey, headquarters.

WOMEN OF  
INTEGRA  
NETWORK

WIN



This ERG supports professional development and advancement for women across the Company. WIN is evolving our company through collaboration, communication, mentoring, visibility support, skill development, speaker programs, fitness and mindfulness. With over 20 chapters globally, our WIN members focus on the value diversity can bring to Integra.

PRIDE



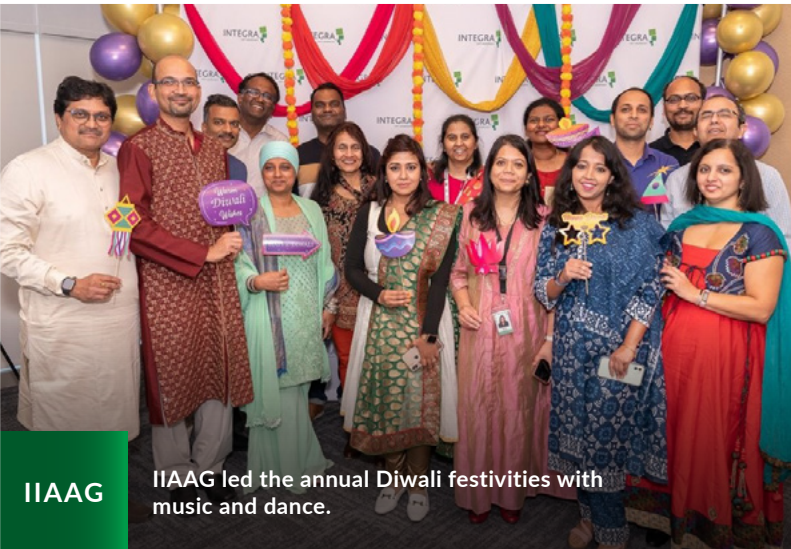
This is the newest ERG at Integra, launched in June 2022 during Pride Month. This ERG focuses on the lesbian, gay, bisexual, transgender and queer (LGBTQ+) community and fosters inclusivity while providing personal and professional support to colleagues.

During Pride Month, award-winning actor and activist Wilson Cruz spoke to Integra colleagues about his experiences and advocacy efforts for the LGBTQ+ community.



Employee Resource Groups (ERGs) Create a Culture of Inclusion

EMPLOYEE RESOURCE GROUPS IN ACTION





# Building a Culture of Growth and Development

Integra’s work to transform surgical, neurologic and regenerative care requires investment in our colleagues’ futures.

We have comprehensive human capital development programs because we believe the personal successes of our colleagues are critical to the success of our business.

## Attracting Top Talent

To build a diverse and talented organization, we must attract top talent and engage new hires at the start of their Integra journey.

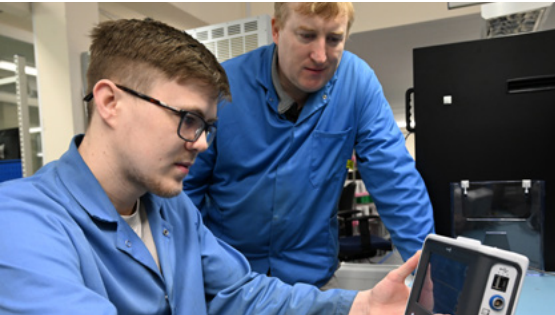
In 2022, we started an Early Talent Program. This program provides support to diverse college students while building our early-talent pipeline. We do this by fostering long-term partnerships with Historically Black Colleges and Universities (HBCUs), predominantly Black institutions (PBIs) and Hispanic-Serving Institutions that are near our sites. We also attend and host career development workshops, professional panels and career fairs. Integra will welcome our first cohort of early talent in the summer of 2023.

In addition to our Early Talent Program, Integra strengthens our early-talent pipeline through internships, apprenticeships and a rotational program for high-potential new graduates.

Our rotational program helps recent graduates start 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.

We also have a summer internship program for college and graduate students that fosters a pipeline of top talent.

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 their assimilation onto the Integra team.



Building a Culture of Growth and Development

## Growth Through Colleague Learning

Since learning happens both inside and outside the classroom, we offer a variety of ways our colleagues can grow. Continued development is critical to colleague job satisfaction, retention and career advancement—and ultimately, it drives business success. We foster a culture of lifelong learning by offering both on-the-job training and formal learning programs to increase 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. Examples of this type of collaborative learning include 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.

We encourage colleagues to discuss development with their managers. In addition to several skills-based (technical, sales, leadership ability) trainings, managers may recommend external, job-specific development programs. The Company pays for these programs. Integra also has a partnership with a local university, where colleagues can take courses toward a degree.

Our colleagues’ growth journey is fueled by their intellectual curiosity as well as their desire to learn and develop their knowledge, skills and abilities. Both managers and colleagues are encouraged to have career development conversations often, and we offer tools to better facilitate and guide those conversations. Whether it’s a course at a local college or an introduction to a mentor, our managers and colleagues work together to create a development plan that allows for curiosity to thrive.



### OWNING YOUR CAREER AS THE THEME FOR “DEVELOPMENT WEEK”

In 2022, we held our first “Development Week: Owning Your Career” event. The purpose of the weeklong event was to provide meaningful and relevant insights from external thought leaders and Integra colleagues on ways to own your career development.

Colleagues from across the globe participated and engaged in discussions around mentoring, networking, understanding your strengths and much more—all important facets of a fulfilling career.

The event included keynotes from external thought leaders, panels from Integra colleagues who shared their career journeys and tips, and interactive workshops that

equipped colleagues with tools to fuel their growth, including:

- Advocating for Yourself
- Hidden Gems and Gem Seekers
- Identifying Your Strengths
- Own Your Career
- Mentoring Basics and Deep Dive
- Development Planning That Works
- Manager/Colleague Dialogues

After the weeklong immersive event, recordings of the sessions, along with tools, were made available to colleagues on Integra’s Colleague Development Hub. Colleagues can review the sessions at any time, enabling them to learn, grow and thrive at Integra.



Building a Culture of Growth and Development

## Annual Tuition Reimbursement Opportunity

In the U.S., colleagues can participate in Integra’s tuition reimbursement program, which 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.



### CREATING OPPORTUNITIES FOR NONDEGREED TALENT IN IT

Integra strives to grow the next generation of leaders in our communities. That’s why we are so proud of our 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.

As part of the soft-skills training, Integra Information Services (IS) 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 five years, Integra has sponsored eight ITWorks interns, with more planned. In addition, Integra has onboarded two full-time hires from the program.

### GROWING COLLEAGUES THROUGH MENTORING

For the past several years, our Global Finance teams, recently joined by our Global Business Services and Strategy teams, have organized a colleague mentoring program.

The 2022 program combined traditional mentoring with a hybrid approach, where two mentors were grouped in clusters with four mentees, allowing for group interactions plus one-on-one mentoring. In addition, the mentors and mentees participated in special development sessions throughout the year.

The mentoring program teaches colleagues skills to support their careers, grow their networks and learn about different functional areas. It also allows longer-tenured managers to share their knowledge and experience as mentors, and guide mentees on how to tackle challenging issues. Since the program began, a total of 150 mentors and mentees have participated.

Building a Culture of Growth and Development

# Developing Integra’s Leaders

To maintain a consistent set of expectations for our leaders, we have eight global leadership competencies:

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. We also have dedicated resources to guide leader development at each Integra leadership level. For example, new leaders have a management training program to strengthen skills such as effectively leading teams, resolving conflict and supporting the development of others. 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.

## THE EXCEL WOMEN’S LEADERSHIP PROGRAM

In partnership 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.

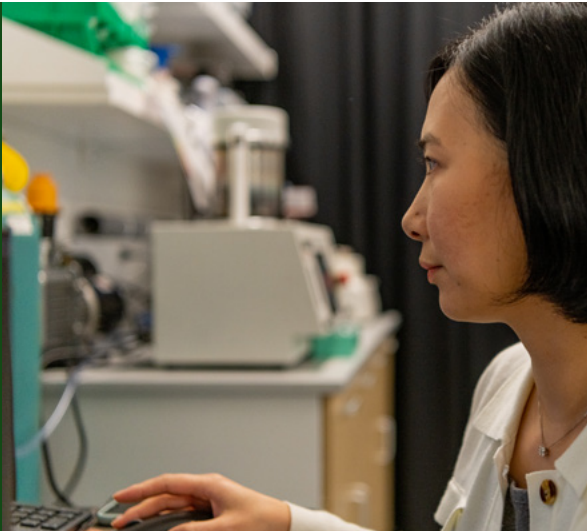
EXCEL empowers high-potential women with leadership knowledge, practice and support as they navigate the critical early and middle steps of the leadership journey. EXCEL interweaves four large-group skills-building and interactive sessions with small-group, facilitator-led cohort meetings. This generates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

A fifth cohort meeting provides an opportunity to review and strengthen their Leadership Development Action Plans. One-on-one coaching sessions are also available at the midway point of 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 50% of graduates earning promotion into roles with increased responsibility. In 2022, five of our high-potential female colleagues completed the EXCEL program.

## ADVANCING 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 Business-women’s Association, a group dedicated to the advancement of women in healthcare. These partnerships provide Integra with a variety of tools, resources, events and thought-leadership opportunities to support our leaders and colleagues in taking action to advance diversity and inclusion.



“Integra enrolled me in the EXCEL Leadership program during a pivotal time in my career, when I was transitioning into management. This program gave me valuable tools and confidence, which have aided in my ability to lead and develop my team. In addition to skill development, it has provided a connection to an outstanding group of successful women. Thank you, Integra, for investing in my career.”

BRITTANIE COTRINO,  
REGIONAL BUSINESS MANAGER, CSS





Building a Culture of Growth and Development

Advancing Women’s Leadership

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 increase cultural awareness of the values of inclusion and diversity in our company, and to create development forums for high-performing women at Integra. In 2022, the Council’s membership was updated and its charter reaffirmed.

20+

Women of Integra Network (WIN) Chapters in 10 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.

There are three stages to the performance management process: Planning, Coaching and Assessing. The three stages are distributed among our three annual processes: Objective-Setting, Mid-Year Check-In and Year-End Review. Each year, colleagues complete formal objective-setting and performance review processes

online. Human Resources facilitates the process, but 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 it was completed in accordance with Integra’s values. We also assess leaders on our eight global leadership competencies to ensure they are growing the next generation of Integra leaders.

2022 INTERNATIONAL WOMEN’S DAY CELEBRATION: #BREAKTHEBIAS

Integra colleagues globally have come together to celebrate International Women’s Day and thank our female colleagues for their contributions to our success. International Women’s Day (IWD) is a global day honoring the social, economic, cultural and political achievements of women.

With its 2022 “Break the Bias” theme, we honored IWD by improving our team’s ability to spot and mitigate bias, an action that will benefit everyone. We also introduced guest speaker Dr. Jamie Wright, who connected to our business as a neurologist and as a hydrocephalus patient.

IWD marks a call to action for accelerating gender parity. Whether deliberate or unconscious, bias makes it difficult for women to move ahead.

Knowing bias exists isn’t enough. Action is needed to level the playing field. “Break the Bias” pledges to provide colleagues with the opportunity to spot and mitigate bias. These pledges, or challenges, focus on gender stereotypes, discrimination and bias. Integra colleagues call out gendered actions or assumptions to forge a gender-equal world.





Building a Culture of Growth and Development

Listening to Our Teams

Integra conducts colleague engagement surveys every other year. After each survey, we share detailed results with senior management and within each department. In addition, each area appoints engagement survey champions who 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 a continuously improving and engaging work environment for our teams.

Ensuring Competitive and Fair Compensation

Our Global Total Rewards program provides competitive compensation and benefits to keep our employees healthy, motivated and engaged. We offer competitive compensation directly linked to company and individual performance. We also recognize and reward employees when they go above and beyond the expectations of their roles. In addition, we 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. Plus, regular full-time employees in the U.S. who work at least 30 hours each week can enroll in the Employee Stock Purchase Plan (ESPP).

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, disability, sexual orientation, gender identity or expression, genetic information, religion, or veteran status.

As part of our commitment to compensation equity, Integra regularly conducts a pay equity analysis, reviewing how our organization compensates employees against external and internal data, and in conjunction with the role and scope of each position and making adjustments if necessary.



Recognizing Our Colleagues

We have several ways to reward colleagues for living our values and supporting our business:

- 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 or team-building events.
- Our Workout to Win (WOW) 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, with winning teams earning recognition in a global town hall.

Building a Culture of Growth and Development

# Ensuring Employee Well-Being Through Benefit Programs

Integra’s health as a company begins with the well-being of our employees. Benefit programs vary by country, whether 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. We also provide on-demand health advocates to help employees navigate the health insurance system; digital health solutions; a weight

management program; smoking cessation assistance; a substance abuse disorder helpline; and a diabetes health program.

In addition, we recognize work/life balance is important, which is why we offer programs such as subsidized backup child and adult/ elder care services, as well as discounts and reimbursements for child care services.





# Putting the Safety of Our Employees First

Environmental health, safety and security (EHS&S) standards are critical to our employees, contractors and the communities where we work.

Our commitments are outlined in our EHS&S policy and in our Code of Conduct. They detail 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.

We implement our EHS&S policy through a comprehensive EHS&S Management System, with careful oversight at every level of Integra. As part of the system, we regularly review our performance to ensure we’re meeting our high expectations—and that the policy is still 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.



## EHS&S Excellence Starts with a Culture of Safety

Integra’s new EHS&S corporate leadership team has more than 100 years of combined experience, with EHS&S representation covering every site. Our reinvigorated EHS&S management team created an EHS&S Council in 2022, which includes key executives and business leaders. The Council oversees the Company’s EHS&S policies, programs and performance, including approval of our policy, viewable on our [corporate website](#).

The Corporate EHS&S team works closely with our businesses and operational teams at our global sites to grow our EHS&S culture. Each month, EHS&S joins an extended network of site colleagues, and functional and business colleagues, to discuss key topics ranging from leadership skills to driving 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.



Putting the Safety of Our Employees First

Monitoring Our EHS&S Performance

Integra monitors EHS&S performance regularly, including tracking recordable and lost-time injuries and illnesses for employees and visitors. We review incidents monthly and share corrective actions to learn from. “Good Saves,” or near-misses, are also tracked and evaluated.

We invite employees to participate in site-level EHS&S committees, ensuring 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

We train all employees at our sites on workplace hazards, which may include safety data sheet education, fall protection, control of hazardous energy, managing ventilation and other risks in confined spaces, and use of personal protective equipment. When needed, we perform exposure assessments such as ergonomic assessments and industrial hygiene evaluations using expertise of local laboratories or third-party service providers.

Maintaining Momentum with New EHS&S Targets

We have made great progress in our EHS&S journey, and we’ve set additional priorities for 2023:

- Publish Integra Security Handbook for colleagues, as well as security policies and procedures.

■ Continue deployment of our new EHS&S digital solution, including software rollout at pilot sites with associated training.
- Continue improvements in data collection process for GHG emissions.

■ Conduct site energy assessments to identify opportunities to reduce energy usage and emissions; begin development of a decarbonization strategy to support target-setting.

2022 ACCOMPLISHMENTS

Here are some of the EHS&S milestones from 2022:

- ✓ Published a new EHS&S Vision and EHS&S Management Systems Standards.

✓ Developed a five-year EHS&S strategic plan to improve performance.

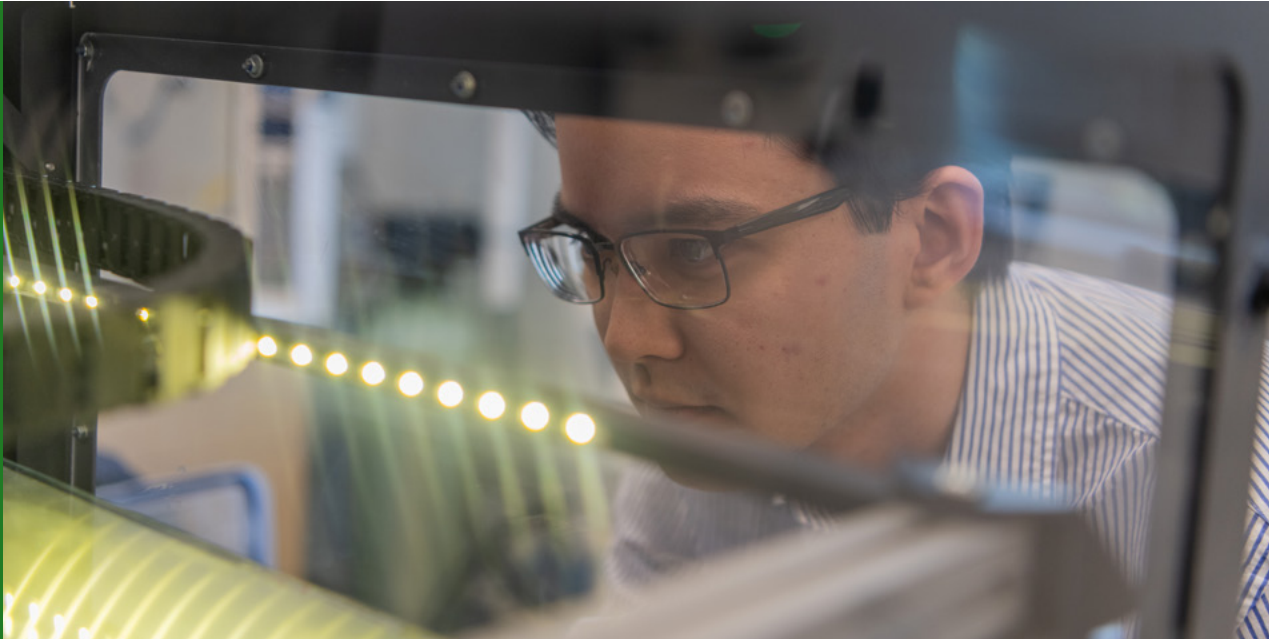
✓ Deployed an EHS&S resource assessment tool and continued site audits while addressing any gaps.

✓ Began publishing an EHS&S Management System manual and launching elements of our system.
- ✓ Developed user requirements, assessed vendors and selected a state-of-the-art EHS&S digital solution.

✓ In support of ESG disclosures, performed Scope 1 and 2 emissions data collection and oversaw the development of our first GHG emissions calculation, published in the 2021 ESG report.

✓ Performed security assessments at most sites to identify and address gaps.

✓ Developed new security policies and procedures.



45 Strong Corporate Governance

48 Managing and Mitigating Risks

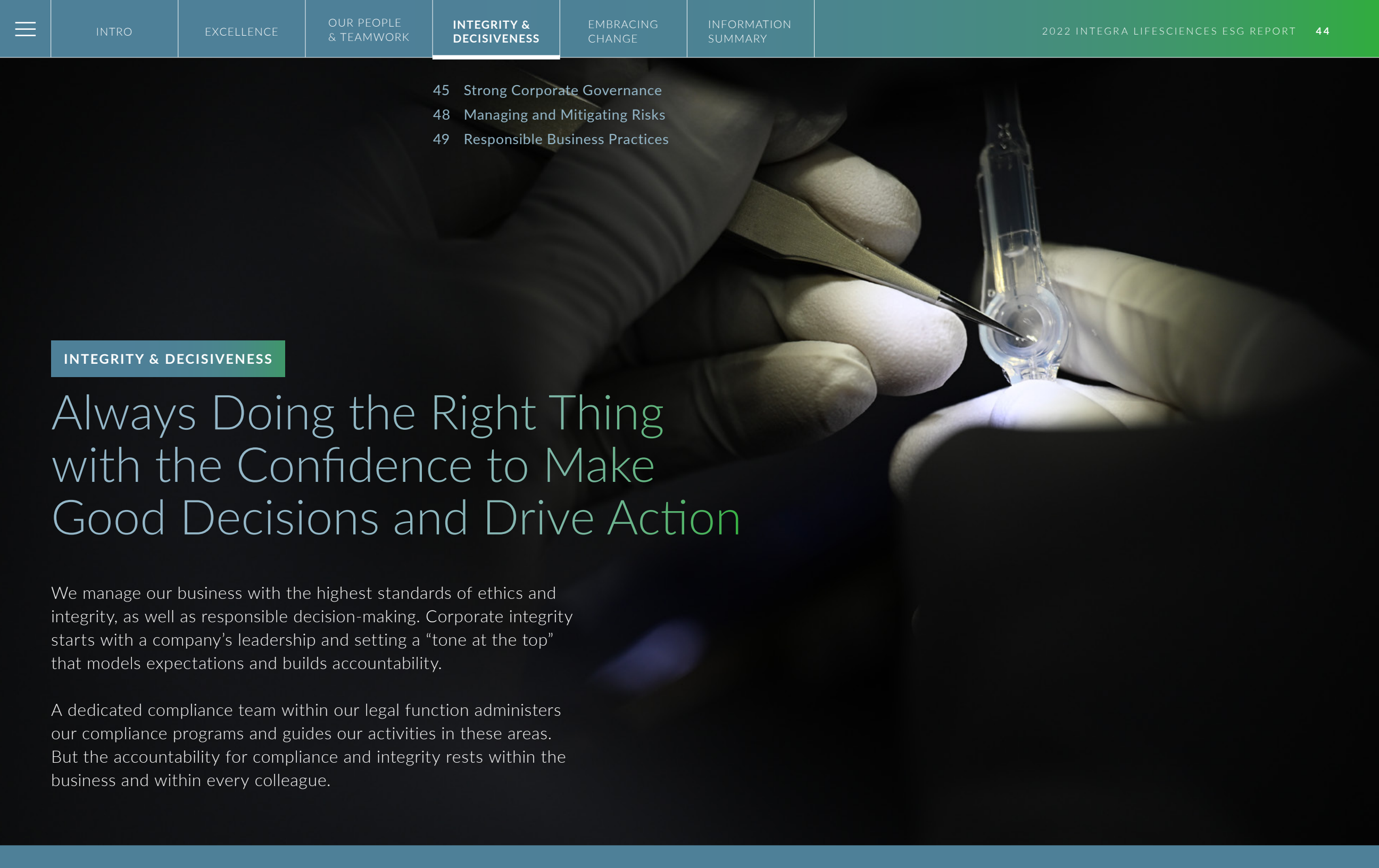
49 Responsible Business Practices

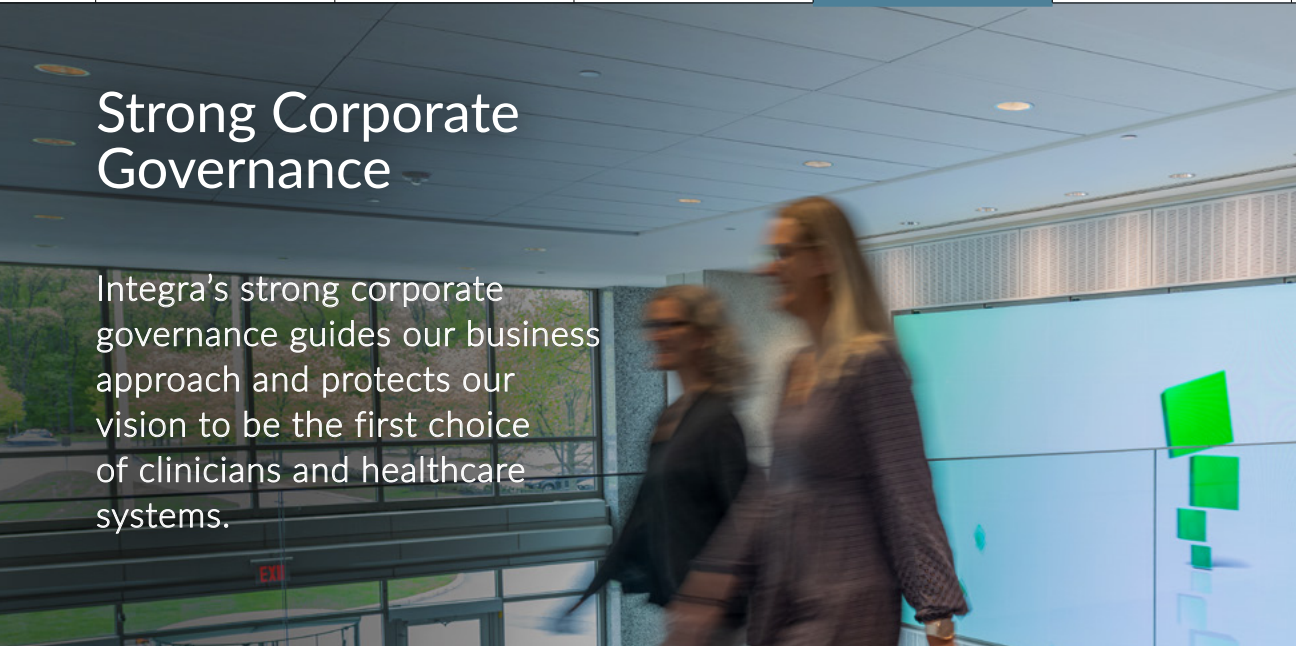
INTEGRITY & DECISIVENESS

# Always Doing the Right Thing with the Confidence to Make Good Decisions and Drive Action

We manage our business with the highest standards of ethics and integrity, as well as responsible decision-making. Corporate integrity starts with a company’s leadership and setting a “tone at the top” that models expectations and builds accountability.

A dedicated compliance team within our legal function administers our compliance programs and guides our activities in these areas. But the accountability for compliance and integrity rests within the business and within every colleague.





# Strong Corporate Governance

Integra’s strong corporate governance guides our business approach and protects our vision to be the first choice of clinicians and healthcare systems.

Our board of directors has embedded good governance within all facets of its activities, and we continue to refine our governing structures to adapt 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](#). We include further details about governance in our proxy statement and other SEC filings.

## Integrated ESG Governance

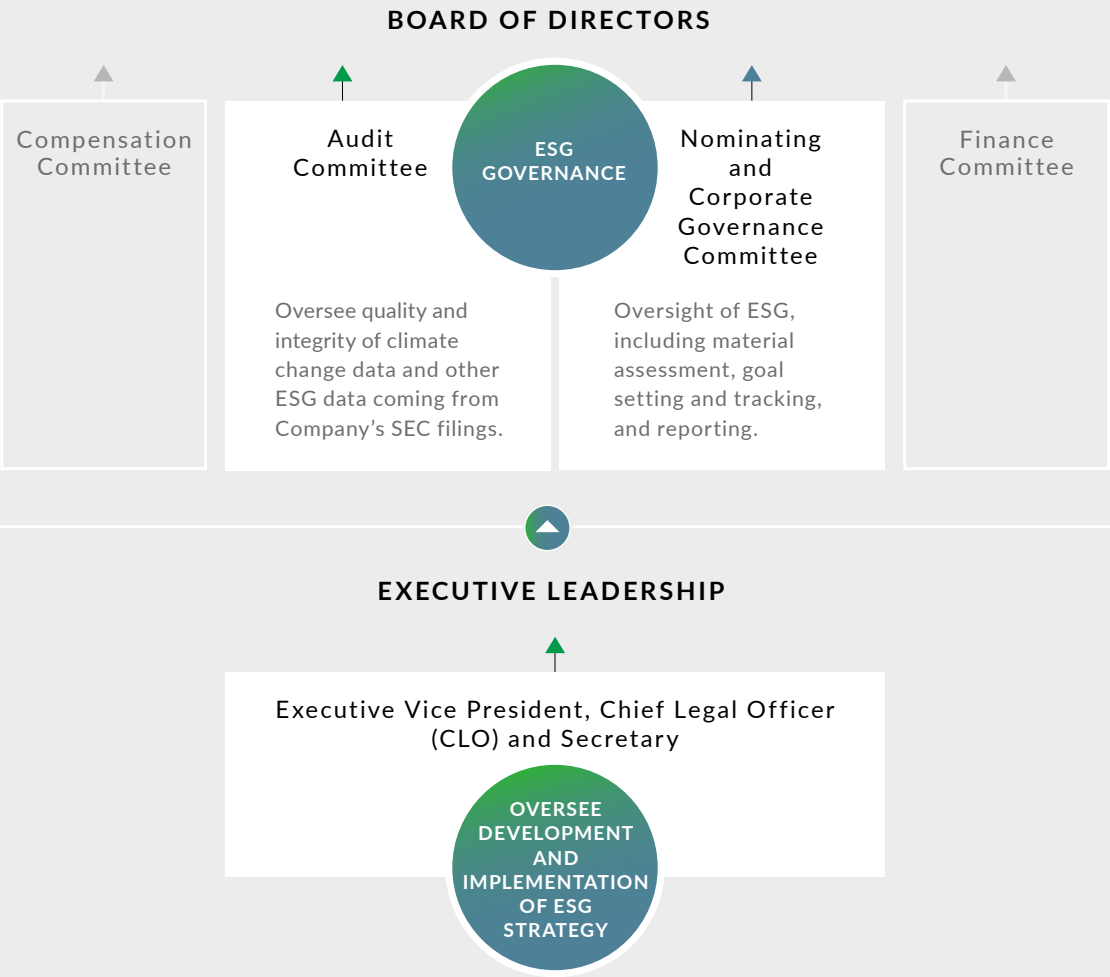
In 2021, we developed a new strategy for embedding ESG issues within our executive- and board-level decision-making processes. We believe this integrated approach helps us reach concrete and ambitious sustainability objectives while positioning us for long-term growth.

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.





Strong Corporate Governance

Meet Our Board of Directors

Our board of directors oversees Integra’s business, bringing a wealth of industry experience and a diversity of 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.

AS OF MAY 2023

88%

Independent Directors

38%

Gender Diversity

OUR CURRENT BOARD OF DIRECTORS



**JAN DE WITTE**  
President & Chief Executive Officer, Integra LifeSciences Holdings Corporation



**KEITH BRADLEY, PH.D.**  
Chair, Compensation Committee; former Professor of International Management and Management Strategy, Open University and Cass Business School, U.K.



**SHAUNDRA CLAY**  
Global Vice President of Finance, Beam Suntory, Inc.



**STUART ESSIG, PH.D.**  
Chairman of the Board; Managing Director, Prettybrook Partners, LLC



**BARBARA HILL**  
Presiding Director and Chair, Nominating and Corporate Governance Committee; Operating Partner, NexPhase Capital



**RENEE LO**  
Partner CTO, APAC Regional Director, Google

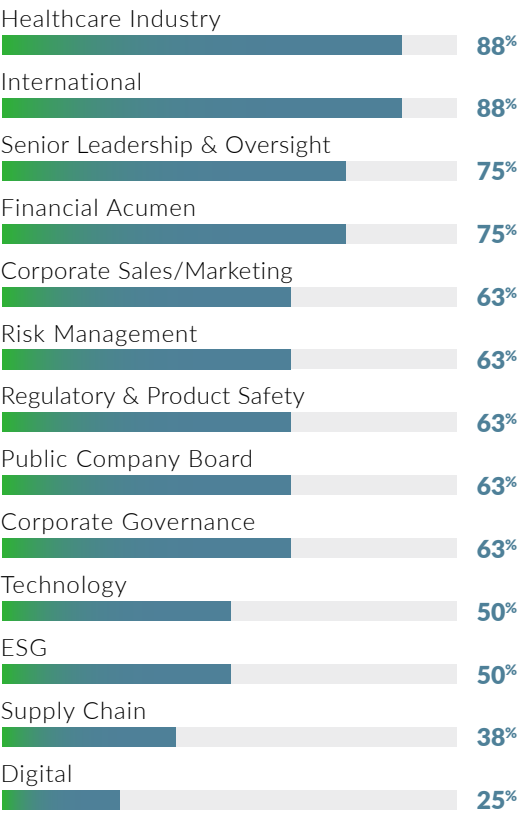


**RAYMOND MURPHY**  
Former Senior Vice President and Treasurer, Time Warner Inc.



**CHRISTIAN SCHADE**  
Chair, Audit Committee and Chair, Finance Committee; Growth Partner, Flagship Pioneering

BOARD SKILLS MATRIX



Strong Corporate Governance

Evaluating Board Performance

Each year, the board of directors performs a rigorous self-evaluation. 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 consider many factors, including the needs of the business and the best interests of stockholders. They also consider diversity of professional experience, race, ethnicity, gender, age and cultural background. In addition,

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 board and the Nominating and Corporate Governance Committees focus on how the experiences and skill sets of each nominee complement each other, 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 2022, 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 2023 annual meeting, 95.85% 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

We maintain an Enterprise Risk Management (ERM) framework to enable the identification, assessment, management and monitoring of risks in a structured and coordinated process across the organization. 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. Understanding what Integra's business faces, assessing exposure, and taking appropriate action are essential to preserve and maximize Integra's long-term value. We provide periodic updates to the board on our ERM program and our progress on associated action plans.

## Crisis Management and Communications

Crises come in various forms, including events threatening an organization's reputation, programs, assets or financial stability—or the safety and security of its staff or its 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. From there, we implement corrective actions. If a situation is deemed a crisis, Integra has a holistic management and communications plan that guides 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

## Cyber Security Risk Management

Integra's cyber security program is an essential part of our business. Our information security efforts are led by our chief information officer and director of cyber security, and our executive leadership team and board of directors provide oversight and guidance. An information security executive steering committee meets quarterly



to review and discuss information security issues and review our security metrics. The committee is comprised of a cross-functional group of senior executives. In addition, our board receives regular updates regarding Integra's information security program, including at formal meetings on a semi-annual basis. Our board and audit committee consists of members with IT and enterprise risk experience.

Integra has adopted the National Institute of Standards and Technology (NIST) cyber security framework to manage and reduce our cyber security risks. Our standardized information-gathering (SIG) questionnaires ensure we review our vendors and suppliers for conformance to operational security standards. A 24/7 security operations center ensures we identify, detect and respond accordingly to ensure business resiliency.

Throughout each year, we complete cyber security assessments, including internal and external audits, penetration tests and incident response exercises. In addition, we have external

assessments conducted every two years. Data protection and privacy are ingrained in our 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) complement our program and keep us abreast of the latest developments.

We believe cyber security is the responsibility of everyone at Integra. It's the only way to protect our customers, colleagues and business. Our cyber security training includes compulsory new hire and annual refresher training, including a certification. We also conduct general training throughout the year that can be department specific. We enforce mandatory training for individuals who fall victim to phishing simulations. Our security team members hold vendor-neutral and vendor-specific certifications from ISACA, CompTIA and ISC2.

# Responsible Business Practices

Integrity and decisiveness are vital to the health of our business and our relationships with stakeholders. 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 online in seven languages, representing the countries where we have a direct presence.

A key aspect of our policy is the robust training of every Integra colleague. Each year, colleagues receive training on the code, covering 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.

## Abiding by International Laws

Integra works to 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.

## Protecting Our Colleagues and Our Business

We maintain a safe environment for colleagues to report perceived violations or misconduct. Through our global employee hotline, colleagues can report any potential issues anonymously. In addition, we do not permit colleagues to retaliate against someone who, in good faith, reports perceived misconduct. We encourage our colleagues to discuss any instances of retaliation with our chief compliance officer or the law department. We address such complaints swiftly 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. We outline our expectations for supplier ethics 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 [61](#).



Responsible Business Practices

## Promoting Ethical Business with Healthcare Providers and Organizations

As a world leader in med tech, we do business with healthcare professionals (HCPs) and healthcare organizations (HCOs) every day. As such, we have a multifaceted 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.

We are 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, such as on discounts, travel and expenses, and interactions with HCPs.

## 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 training. Integra colleagues are trained on the U.S. Foreign Corrupt Practices Act (FCPA) annually. Employees must certify they've read the policy and identify any risky activities they may have concerns about, including those with external partners. They can report concerns through our external hotline or directly to compliance.

Unfortunately, corruption does exist in the world, so we arm our employees with information on the environments where they practice. We use the 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 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 twice a year—and more, as needed—to guarantee adherence to policies and procedures.

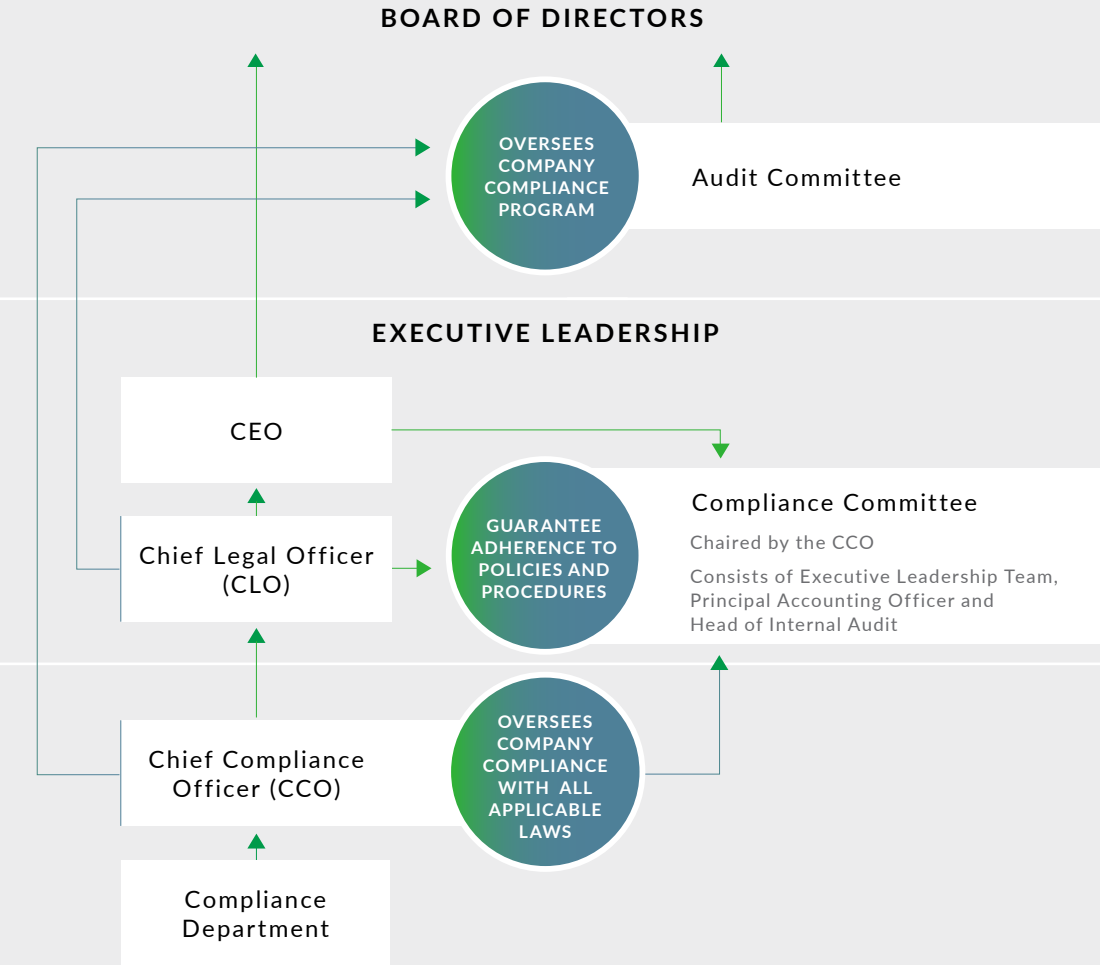
In addition, our CCO provides compliance reports to the board’s audit committee quarterly and reviews matters of misconduct with them. The board’s Audit Committee oversees the Company’s compliance program, including its compliance with the Foreign Corrupt Practices Act (FCPA), False Claims Act, Physician 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. We developed our marketing compliance program to align 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.

To maintain compliance, we also conduct audits of educational, training and grant interactions with healthcare providers. We document and address anything identified as noncompliant. Plus, 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. Centers for Medicare and Medicaid 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 (IACUC) 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.

- 54 Improving Our Environmental Footprint
- 55 Delivering Sustainable Products
- 56 Planning for a Sustainable Future
- 59 Building Supply Chain Resilience,  
Protecting Human Rights

EMBRACING CHANGE

# Leading and Accepting Change to Achieve Integra’s Vision

Integra’s ability to grow and adapt to new markets, advancements in technologies and regulatory conditions have helped us create better products and procedures in the areas of neurosurgery and reconstructive surgery that our customers rely upon to improve the lives of patients around the world. And we know that embracing change is critical to the long-term health and longevity of our business.

The global COVID-19 pandemic, increasing natural disasters, and supply chain disruptions such as the war in Ukraine, highlight the importance of proactively preparing for, addressing and mitigating the world’s challenges.

We strive to address climate change and to proactively work with our business partners to create a more sustainable, resilient future for our planet and the people living on it.





# Improving Our Environmental Footprint

As a life sciences and healthcare company, we work tirelessly to promote health globally. 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. We strive to protect our colleagues and the environment through initiatives that limit waste, energy and water consumption, and greenhouse gas (GHG) emissions.

## We are committed to:



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



Educating, training and motivating colleagues to work in an environmentally responsible way.



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



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



Investing in the resources needed for our commitments.



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



# Delivering Sustainable Products

Most of our products, while considered consumables, are implanted in patients' bodies, limiting re-use opportunities. In addition, 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. We also do our part to minimize waste and conserve valuable resources.

## Extending the Life of Our Devices

Our service and repair organization works to extend the life of the electromechanical 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) and surgical headlight systems (e.g., DUO) and handheld instrument portfolios.

~32,000

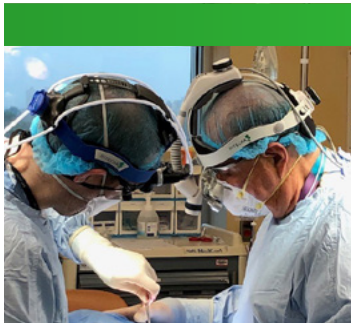
Devices were maintained through our service and repair facilities in the U.S., Germany, France, Australia, Japan and China in 2022.



TISSUE ABLATION



CRITICAL CARE MONITORING



HEADLAMP AND HANDHELD INSTRUMENT PORTFOLIOS

## 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, resulting 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, which 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 (IDRT), 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, participate in the healing of soft tissue defects and the management of challenging wounds, respectively.

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

~1M

Surgical procedures used Integra's tissue-based devices in 2022.

## 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 sterilization 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 EO sterilant gas concentrations will reduce overall consumption and emissions of EO gas, while still maintaining the required sterility assurance level of our marketed products.



# Planning for a Sustainable Future

In our 2021 inaugural ESG report, we communicated our baseline emissions associated with our owned and operated facilities and fleet (Scope 1 & 2), with the understanding that measurement is the first step toward reduction.

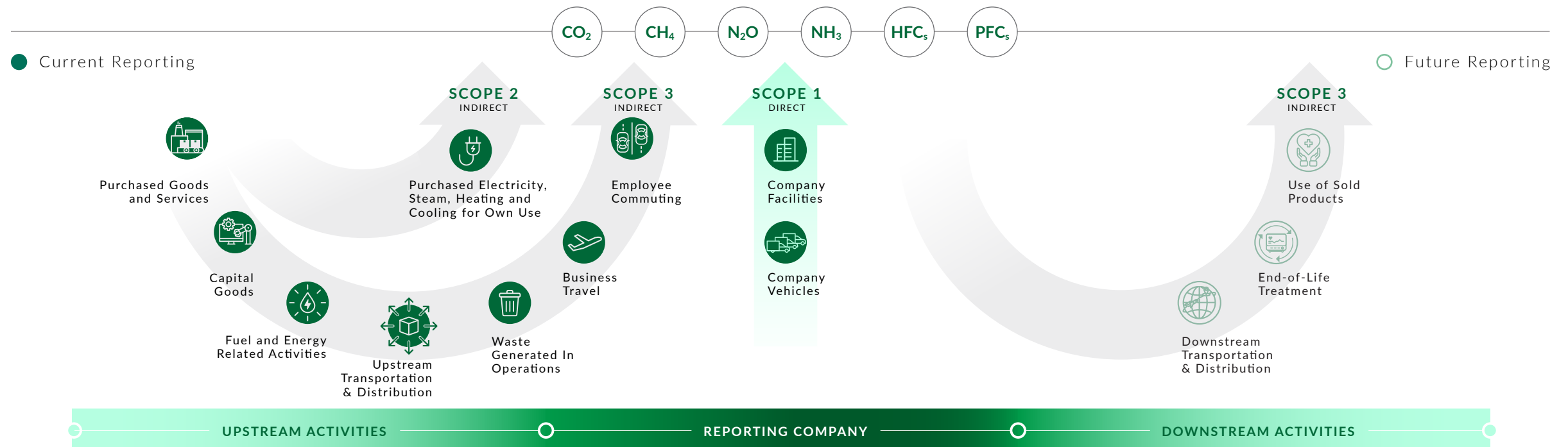
We also understand that the predominant source of emissions for most organizations is in their upstream and downstream supply chain. This year, we have expanded our emissions calculations to include Scope 3 emissions in alignment with the GHG Protocol, which is the most widely used standard and methodology for corporate GHG accounting. Scope 3 emissions are associated with our upstream and downstream activities. Integra's quantification of Scope 3 emissions reinforces our commitment to understanding our GHG footprint. Not only is it a necessary task for

future environmental reporting, but it also provides insights into our value chain, plus the interconnectedness of business activities and their environmental consequences.

Under the GHG Protocol, there are 15 possible categories of Scope 3 emissions. During the Scope 3 assessment process, Integra, like many companies, had to determine the emissions relevant to our operations and where reliable data is available.

Our first Scope 3 footprint includes seven of the 15 categories, which were determined to

be relevant and with sufficient, available data. Nonrelevant Scope 3 categories include: Upstream Leased Assets, Processing of Sold Products, Downstream Leased Assets, Franchises, and Investments. As we improve data availability, we will expand our baseline to include three additional categories next year. This work will lay the foundation for future disclosures, targets and abatement measures. We will continue to explore new data management practices to improve our processes for capture, management and storage of the necessary information for future footprints.

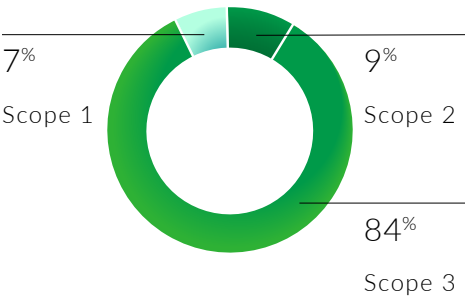


Planning for a Sustainable Future

2022 GREENHOUSE GAS EMISSIONS

Of our 2022 Scope 1, 2 and 3 GHG footprint, approximately 84% of emissions come from our value chain or Scope 3, driven largely 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 second year and have seen improved results due to greater data availability, allowing us to replace conservative estimates from 2021 with actual data from 2022. The first year of Scope 3 emissions are calculated using the best available data. Where data gaps exist, we used industry-accepted gap-filling measures. As we work on improving our data availability and accuracy, we will continue to update our Scope 3 footprint in subsequent years.

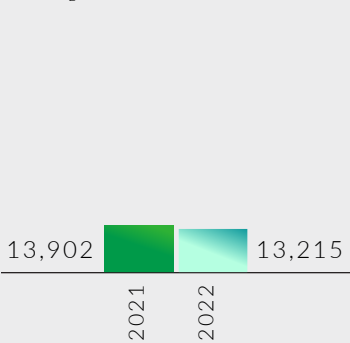
2022 SCOPE 1, 2 AND 3



SCOPE 1

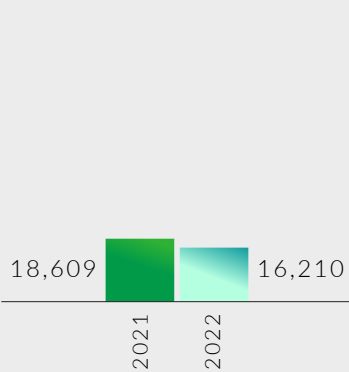
Direct Emissions

In TCO<sub>2</sub>e



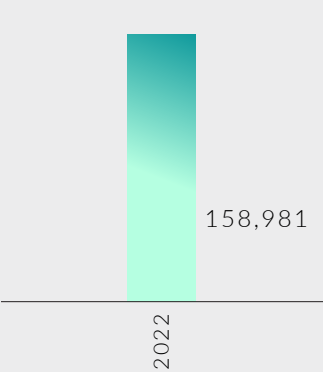
SCOPE 2

Indirect Electricity Emissions from Owned and Leased Facilities Under Our Operational Control



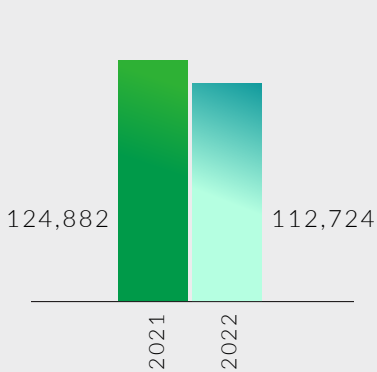
SCOPE 3

Upstream and Downstream Indirect Emissions



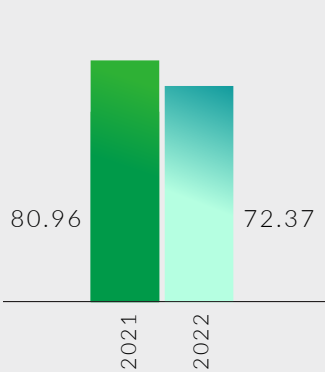
ENERGY USE

In MWh



INTENSITY RATIO

In MWh/\$ Million





## Establishing a Long-Term Decarbonization Strategy

Now that we have taken the first steps to quantify and understand our GHG footprint, in late 2023 and into 2024, we will begin to develop a long-term decarbonization roadmap. The plan is to set a GHG reduction target to be announced in our 2024 ESG report. We'll share more details on the progress of our decarbonization strategy in our next ESG report.

It is our intention to work toward disclosure of our environmental footprint and management approach through CDP, a leading platform for publicly reporting and managing environmental impact. In 2025, we anticipate disclosing climate-related risks and opportunities through the Task Force on Climate-related Financial Disclosures (TCFD).

## Addressing Energy Emissions in the Short Term

We plan a multifaceted approach to reduce our direct energy use and resulting GHG emissions, including energy efficiency, energy management, and renewable electricity.

For example, in 2023, we will partner with an external energy consultant to conduct pilot energy assessments at several sites with the highest energy usage. This will help us identify energy reduction opportunities. We will apply learnings from these assessments to identify energy-saving opportunities at other sites.

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

At our Le Locle, Switzerland, site, teams have tracked energy usage for several years and successfully reduced both electricity and fuel usage. For example, from 2021 to 2022, heating oil consumption was reduced by 22% by replacing an air compressor and installing a heat recovery and recycling system to capture waste heat, which was then used to supplement the heating system.

Our corporate headquarters in Princeton, New Jersey, is Leadership in Energy and Environmental Design (LEED)-certified. LEED is a globally recognized system that analyzes green building design and construction to verify buildings have a positive impact on people and the planet.

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 PEFC-certified.



### SOLAR INSTALLATION IN RIETHEIM-WEILHEIM, GERMANY

The solar installation at our Rietheim-Weilheim, Germany, site is a first for Integra. It generates 100% of the total energy required by the site. The installation will also exceed the site's energy needs over roughly 10 months of the year. The system is set up to consume energy as it is generated and to send excess energy to the grid.

The installation began at the end of 2022 and finished in early 2023. It includes a tracking device from the utility company to make sure our accounting is accurate.



### MAKING OUR HEADQUARTERS GREENER

In 2022, colleagues at our Princeton, New Jersey, headquarters kicked off a green team to develop more sustainable practices at the site. Green teams traditionally engage colleagues in environmentally friendly initiatives that support a company's sustainability goals.

In Princeton, the 35-member green team meets regularly on local initiatives such as Earth Day events and recycling efforts. In November 2022, the team hosted an Electronics Recycling Day. They also distributed reusable bamboo coffee mugs and removed single-use coffee cups from the cafeterias.

We intend to further develop the green team model and implement it at other sites in the future.

# Building Supply Chain Resilience, Protecting Human Rights

We could not restore patients’ lives without the reliability of our global supply chain.

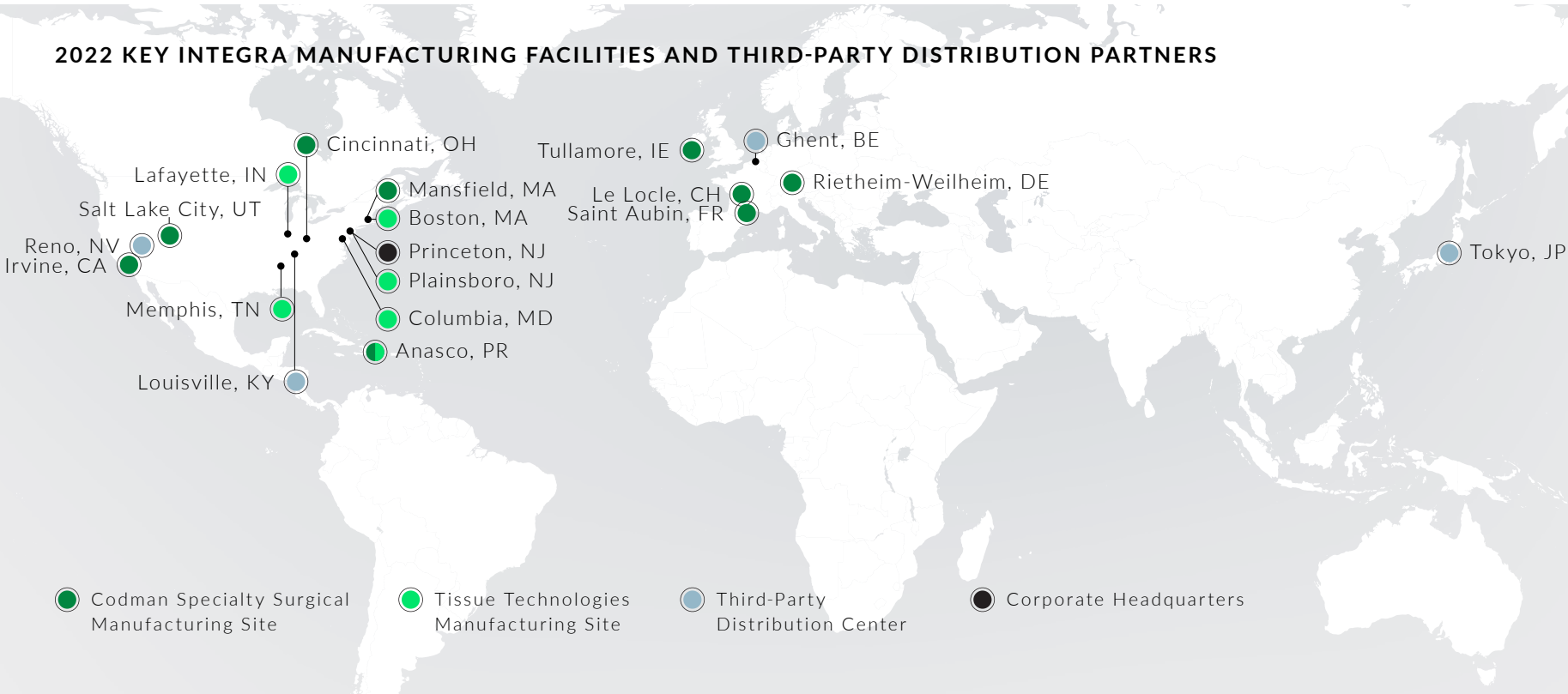
Our supply chain partners include raw material suppliers and service providers, internal and external manufacturing operations, service and repair operations, and third-party warehouse distribution

and transportation partners. With the dedication of our large direct salesforce, many which are clinical specialists, as well as strategic partners and distributors, we sell our products to our customers in more than 120 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 Integra manufacturing and service and repair facilities in the U.S.—in California, Indiana, Maryland, Massachusetts, New Jersey, Ohio, Puerto Rico, Tennessee and Utah—and in France, Germany, Ireland and Switzerland.



2022 KEY INTEGRA MANUFACTURING FACILITIES AND THIRD-PARTY DISTRIBUTION PARTNERS



14  
Manufacturing Sites  
*Established Global Centers of Excellence*

4  
Primary Global Third-Party Logistics  
Distribution Centers

120  
Countries Served

220+  
Distributor Partners



Building Supply Chain Resilience, Protecting Human Rights

Integra takes a multifaceted approach to mitigating risks in our supply chain, including through continuous improvement processes, up-front due diligence, monitoring, traceability mechanisms and compliance policies.

Improving Our Global Operations Through Lean

In our manufacturing operations, we follow a continuous improvement program called LEAD for Lean, where LEAD stands for learn, engage, assist and demonstrate. Through the program, we use trusted operational excellence approaches to reduce variability, create capacity, eliminate waste and control costs. In addition, as we strengthen operations and quality, we're more prepared for the evolving regulatory landscape.

In 2022, one focus of our LEAD for Lean priorities was to develop our colleagues and strengthen our lean management system, a disciplined way to create visual controls, drive performance improvement and create daily accountability. Through the program, we have reinforced LEAD for Lean principles, improved product yields, ensured better quality and reduced plant scrap.

Ensuring Product Traceability

One critical component of our quality system is to ensure product traceability. We use a global enterprise resource planning system to track and retain 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.

Due Diligence, Monitoring and Compliance Policies

Our formal supply chain, third-party compliance program and comprehensive due diligence practices allow us to source materials responsibly. We have a dedicated Supplier Risk Management team to oversee our processes and to monitor and manage risks.

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



Building Supply Chain Resilience, Protecting Human Rights

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 our products and to 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.

Code of Conduct for Business Partners

We hold our employees to high ethical standards and expect our business partners to do the same. We outline our expectations for supplier ethics 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

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 Business Partners Code of Conduct 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 Business Partners Code of Conduct, 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.





# Information Summary

- 63 Forward-Looking Statements
- 64 Global Reporting Initiative (GRI) Index
- 70 Sustainability Accounting Standards Board (SASB) Index



# Forward-Looking Statements

This report includes “forward-looking” statements within the meaning of the applicable securities laws and regulations. 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. These statements include statements relating to trends in or expectations relating to the effects of our existing and any future initiatives, strategies and plans. 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; 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 obtain and comply with relevant third-party and/or regulatory approvals, including regulatory approval for products in development; 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 environmental, social and governance- 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, 2022, its quarterly Form 10-Q filings and other filings made with the U.S. Securities and Exchange Commission (“SEC”) from time to time.

Integra undertakes no obligation to update any forward-looking statement except to the extent required by applicable law. Copies of Integra’s Form 10-K, Forms 10-Q and other SEC filings are available on the SEC’s website, [Integra’s website](#) or by contacting Integra’s Investor Relations office.

This report describes those topics that we consider to be the most important to stakeholders when evaluating environmental, social and governance issues at Integra. Accordingly, the concept of materiality in this report is not intended to correspond to the concept of materiality under the U.S. securities laws and/or disclosures required by the SEC.

This report contains links to external websites or references to third parties. Such links or websites are not endorsements of any products or services on such sites, and no information in such site has been endorsed or approved by Integra or 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, 2022, through December 31, 2022, 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 ( <a href="#">Page 7</a> ) Integra at a Glance ( <a href="#">Page 8</a> ) <a href="#">Integra LifeSciences 10-K</a>
2-2	Entities included in the organization's sustainability reporting	Integra at a Glance ( <a href="#">Page 8</a> ) <a href="#">Integra LifeSciences 10-K</a>
2-3	Reporting period, frequency and contact point	About This Report ( <a href="#">Page 6</a> )
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.

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
Activities and workers		
2-6	Activities, value chain and other business relationships	Integra at a Glance (Page 8) Building Supply Chain Resilience, Protecting Human Rights (Page 59) Integra LifeSciences 10-K (Page 4)
2-7	Employees	Building a Diverse Workforce (Page 31) Integra LifeSciences 10-K—Workforce Demographics, Gender Diversity (Pages 13, 14)
2-8	Workers who are not employees	Integra LifeSciences 10-K—Workforce Demographics, Gender Diversity (Pages 13, 14)
Governance		
2-9	Governance structure and composition	Strong Corporate Governance (Page 45) Integra LifeSciences 10-K
2-10	Nomination and selection of the highest governance body	2023 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). 2023 Proxy Statement—Information Concerning Meetings, Executive Sessions and Director Independence (Page 15) Strong Corporate Governance (Page 45)
2-12	Role of the highest governance body in overseeing the management of impacts	Our ESG Strategy and Roadmap (Page 15) Strong Corporate Governance (Page 45) 2023 Proxy Statement—the Board’s Role in Risk Oversight (Page 20)
2-13	Delegation of responsibility for managing impacts	Strong Corporate Governance (Page 45)
2-14	Role of the highest governance body in sustainability reporting	Strong Corporate Governance (Page 45)
2-15	Conflicts of Interest	Responsible Business Practices (Page 49) Code of Conduct
2-16	Communication of critical concerns	Strong Corporate Governance (Page 45) Code of Conduct
2-17	Collective knowledge of the highest governance body	Strong Corporate Governance (Page 45)
2-18	Evaluation of the performance of the highest governance body	Strong Corporate Governance (Page 45) 2023 Proxy Statement Board Evaluations and Succession Planning (Page 19)



Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
2-19	Remuneration policies	<a href="#">2023 Proxy Statement</a> Compensation Discussion and Analysis section (Page 31)
2-20	Process to determine remuneration	<a href="#">2023 Proxy Statement</a> Compensation Discussion and Analysis section (Page 31)
2-21	Annual total compensation ratio	<a href="#">2023 Proxy Statement</a> Compensation Discussion and Analysis section (Page 31)
Strategies, policies, practices		
2-22	Statement on sustainable development strategy	Message from Our President and CEO ( <a href="#">Page 3</a> ) Message from Our ESG Executive Lead ( <a href="#">Page 5</a> ) Our ESG Strategy and Roadmap ( <a href="#">Page 15</a> )
2-23	Policy Commitments	Strong Corporate Governance ( <a href="#">Page 45</a> ) Our ESG Strategy and Roadmap ( <a href="#">Page 15</a> ) Improving Our Environmental Footprint ( <a href="#">Page 54</a> )
2-26	Mechanisms for seeking advice and raising concerns	Responsible Business Practices ( <a href="#">Page 49</a> )
2-28	Membership Associations	Responsible Business Practices ( <a href="#">Page 49</a> )
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Our ESG Strategy and Roadmap ( <a href="#">Page 15</a> )
2-30	Collective bargaining agreements	Responsible Business Practices ( <a href="#">Page 49</a> )

GRI 3: Material Topics 2021

3-1	Process to determine material topics	Our ESG Strategy and Roadmap ( <a href="#">Page 15</a> )
3-2	List of Material Topics	Our ESG Strategy and Roadmap ( <a href="#">Page 15</a> )

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
TOPIC STANDARD		
Economic Performance 2016		
201-1	Direct economic value generated and distributed	<a href="#">Integra LifeSciences 10-K</a>
Anti-Corruption 2016		
205-2	Communication and training about anti-corruption policies and procedures	<a href="#">Code of Conduct</a> <a href="#">Code of Conduct for Business Partners</a> <a href="#">Responsible Business Practices (Page 49)</a>
Environmental		
302-1	Energy consumption within the organization	<a href="#">Planning for a Sustainable Future (Page 56)</a>
302-2	Energy consumption outside the organization	<a href="#">Planning for a Sustainable Future (Page 56)</a>
302-3	Energy Intensity Ratio	<a href="#">Planning for a Sustainable Future (Page 56)</a>
302-4	Reduction of energy consumption	<a href="#">Planning for a Sustainable Future (Page 56)</a>
305-1	Direct (Scope 1) GHG emissions	<a href="#">Planning for a Sustainable Future (Page 56)</a>
305-2	Energy indirect (Scope 2) GHG emissions	<a href="#">Planning for a Sustainable Future (Page 56)</a>
305-3	Other indirect (Scope 3) GHG emissions	<a href="#">Planning for a Sustainable Future (Page 56)</a>
305-4	GHG emissions intensity	<a href="#">Planning for a Sustainable Future (Page 56)</a>
305-5	Reduction of GHG emissions	<a href="#">Planning for a Sustainable Future (Page 56)</a>
Occupational Health and Safety		
403-1	Occupational health and safety management system	<a href="#">Putting the Safety of Our Employees First (Page 42)</a>
403-2	Hazard identification, risk assessment and incident investigation	<a href="#">Putting the Safety of Our Employees First (Page 42)</a>



Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
403-3	Occupational health services	Putting the Safety of Our Employees First ( <a href="#">Page 42</a> )
403-4	Worker participation, consultation, and communication on occupational health and safety	Putting the Safety of Our Employees First ( <a href="#">Page 42</a> )
403-5	Worker training on occupational health and safety	Putting the Safety of Our Employees First ( <a href="#">Page 42</a> )
403-6	Promotion of worker health	Ensuring Employee Well-Being Through Benefit Programs ( <a href="#">Page 41</a> )
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 ( <a href="#">Page 18</a> ) Putting the Safety of Our Employees First ( <a href="#">Page 42</a> )
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

404-1	Average hours of training per year per employee	Restoring Lives and Our Commitment to Customers and Patients ( <a href="#">Page 18</a> ) Clinical Trial Standards and Programs ( <a href="#">Page 21</a> ) Building a Diverse Workforce ( <a href="#">Page 31</a> ) Building a Culture of Growth and Development ( <a href="#">Page 35</a> ) Putting the Safety of Our Employees First ( <a href="#">Page 42</a> ) Managing and Mitigating Risks ( <a href="#">Page 48</a> ) Responsible Business Practices ( <a href="#">Page 49</a> )
404-3	Percentage of employees receiving regular performance and career development reviews	Building a Culture of Growth and Development ( <a href="#">Page 35</a> )

Diversity and Equal Opportunity

405-1	Diversity of governance bodies and employees	a) Percentage of individuals within the board of directors in each of the following diversity categories: i) 38% female, 62% male ii) 30 to 50 age—11.1%; over 50 age—88.9% iii) <a href="#">2023 Proxy Statement Board Diversity Matrix</a> ( <a href="#">Page 9</a> ) b) Number of employees per employee category in each of the following diversity categories: Full- & part-time employees—3,700 approximately; contingent, subcontracted and outsourced partners—874 Gender Diversity: i) 48% female, 52% male iii) Breakdown of employees per nationality: United States—70%; Europe, Middle East and Africa—21%; Latin America and Canada—2%; Asia Pacific (includes Australia and New Zealand)—7%
-------	--	--

Global Reporting Initiative (GRI) Index

DISCLOSURE		LOCATION
Freedom of Association and Collective Bargaining		
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	<a href="#">Code of Conduct</a> <a href="#">Code of Conduct for Business Partners</a> Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
Child Labor		
408-1	Operations and suppliers at significant risk for incidents of child labor	<a href="#">Responsible Business Practices (Page 49)</a> <a href="#">Code of Conduct for Business Partners</a> Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
Forced or Compulsory Labor		
409-1	Operations and suppliers at significant risk of forced or compulsory labor	<a href="#">Responsible Business Practices (Page 49)</a> <a href="#">Code of Conduct for Business Partners</a> Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
Public Policy		
415-1	Political Contributions	<a href="#">Our Approach to Policy Advocacy (Page 52)</a>
Customer Health and Safety 2016		
416-1	Assessment of the health and safety impacts of product and service categories	<a href="#">Restoring Lives and Our Commitment to Customers and Patients (Page 18)</a> <a href="#">Clinical Trial Standards and Programs (Page 21)</a>

# 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	Reaching More Patients ( <a href="#">Page 23</a> )
Product Safety	HC-MS-250a.1	Number of recalls issued; total units recalled	Reporting and Auditing for Quality ( <a href="#">Page 20</a> ) Information on recalls is available at this FDA link: <a href="#">Medical Device Recalls</a> In 2022, 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 <a href="#">FDA's MedWatch Safety Alerts for Human Medical Products</a> database in 2022.
	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 2022.
Ethical Marketing	HC-MS-270a.2	Description of code of ethics governing promotion of off-label use of products	Responsible Business Practices ( <a href="#">Page 49</a> ) <a href="#">Code of Conduct</a>
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 ( <a href="#">Page 18</a> ) 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	Delivering Sustainable Products ( <a href="#">Page 55</a> )
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	Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
	HC-MS-430a.2	Description of efforts to maintain traceability within the distribution chain	Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
	HC-MS-430a.3	Description of the management of risks associated with the use of critical materials	Building Supply Chain Resilience, Protecting Human Rights ( <a href="#">Page 59</a> )
Business Ethics	HC-MS-510a.2	Description of code of ethics governing interactions with healthcare professionals	Responsible Business Practices ( <a href="#">Page 49</a> ) <a href="#">Code of Conduct</a>





**INTEGRA LIFESCIENCES**

1100 Campus Road, Princeton, New Jersey 08540

[WWW.INTEGRALIFE.COM](http://WWW.INTEGRALIFE.COM)

