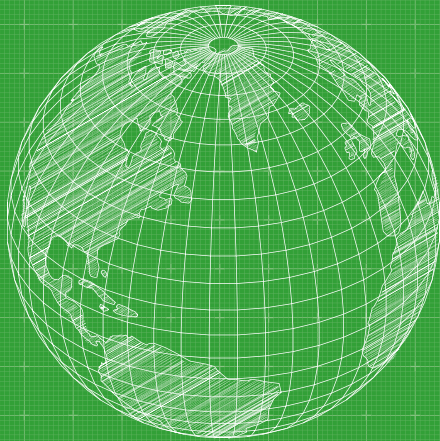
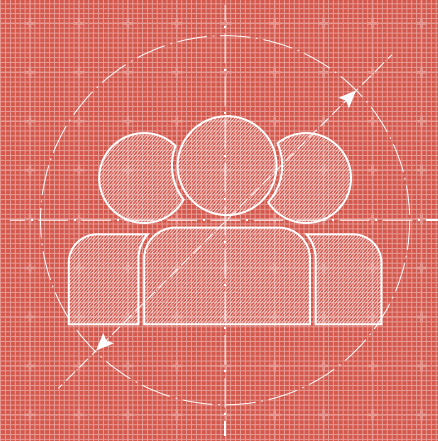


# Invacare Corporation

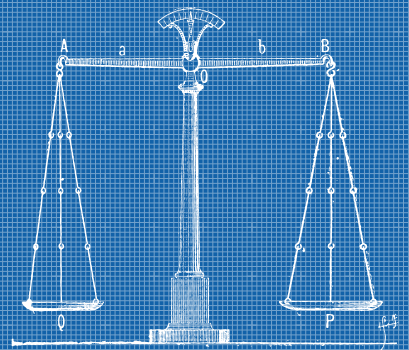
## 2021 ESG Report



**ENVIRONMENTAL**



**SOCIAL**



**GOVERNANCE**

## TABLE OF CONTENTS

Invacare ESG Commitment	2	Corporate Environmental Stewardship	6-8
Company Profile at a Glance	2	Corporate Social Engagement	9-14
Special Appreciation	3	Corporate Governance Commitment	15-16
Guiding Principles of Sustainability	3	About the Cover	16
Initial Carbon Disclosure	4-5		



**Matthew Monaghan**  
Chairman, President, & CEO

## Invacare ESG Commitment

The past two years during this global pandemic have been trying times that have presented a combination of unprecedented challenges. At Invacare, we've proudly accepted the responsibility to design, manufacture and distribute innovative products that serve millions of people and caregivers around the world to make people's lives better. In the face of adversity, it becomes even more imperative we adhere to our strategic commitment to Environmental, Social, and Governance (ESG) initiatives. We are focused on this journey we've started that positively affects the environment, our associates, our shareholders, and our communities.

Despite the constantly changing landscape, the Executive Leadership Team and the Board of Directors remain committed and accountable to our organization and our shareholders for steering our ESG vision, guiding our standards, and charting the roles that each Invacare associate performs in the values of ESG.

## Company Profile at a Glance

Invacare Corporation (NYSE:IVC) is a leading manufacturer and distributor in its markets for medical equipment used in non-acute care settings. At its core, the company designs, manufactures and distributes medical devices that help people to move, breathe, rest, and perform essential hygiene. The company provides clinically complex medical device solutions for congenital (e.g., cerebral palsy, muscular dystrophy, spina bifida), acquired (e.g., stroke, spinal cord injury, traumatic brain injury, post-acute recovery, pressure ulcers) and degenerative (e.g., ALS, multiple sclerosis, chronic obstructive pulmonary disease (COPD), elderly, bariatric) ailments. The company's products are important parts of care for people with a wide range of challenges, from those who are active and involved in work or school each day and may need additional mobility or respiratory support, to those who are cared for in residential care settings, at home and in rehabilitation centers. The company sells its products principally to home medical equipment providers with retail and e-commerce channels, residential care operators, distributors and government health services in North America, Europe and Asia/Pacific. For more information about the company and its products, visit Invacare's website at [global.invacare.com](https://global.invacare.com).

## Special Appreciation

Invacare commends its associates, especially those who have been working on site at our facilities, whose commitment and dedication have made delivering our critical products possible. During the ongoing pandemic, Invacare continues to provide virtual networks and resources to those roles that can be performed remotely. However, not all positions and responsibilities have that flexibility. We pay tribute to the many manufacturing, engineering, repair, warehouse, and other functional departments whose efforts on-site ensure that our products are available for those who need them most. To keep all our associates as safe as possible, Invacare continues to promote remote working when achievable, enforces rigorous on-site protocols, and adheres to policies that follow the latest authoritative guidance.

**We thank you!**

## Guiding Principles of Sustainability

As Invacare products, services, and operations continue to evolve and transform, our teams rely on these guiding principles of sustainability to preserve, expand, and execute our ESG strategy.

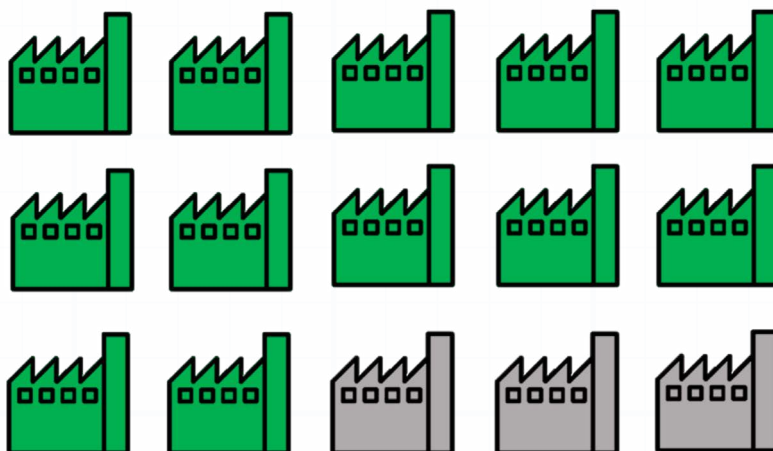
1. Providing safe, quality products that continue Making Life's Experiences Possible®
2. Being a responsible steward of the environment in the design and manufacturing of our product
3. Using energy efficiently in our products and in our facilities
4. Remaining a supportive and influential member in our communities
5. Partnering with responsible suppliers to provide ethical sourcing of materials
6. Providing a safe and healthy work environment
7. Mentoring talented professionals who will guide Invacare's future
8. Embracing Diversity, Equity & Inclusion

## Introductory Carbon Disclosure

As a leading medical device manufacturer and distributor, Invacare has operations that span the globe. While these facilities provide critical products and services to those in need throughout strategic markets, Invacare acknowledges that its manufacturing operations have the potential to impact the environment through the consumption of natural resources. A fundamental starting point to understanding and quantifying that impact is a calculation of Scope 1 emissions from the combustion of natural gas onsite and Scope 2 emissions from electricity purchased from local utilities.

# 80%

of significant manufacturing  
operations reporting available  
2020 utility data\*



\*Due to lease arrangements in some regions, access to utility data is not currently available for all facilities.



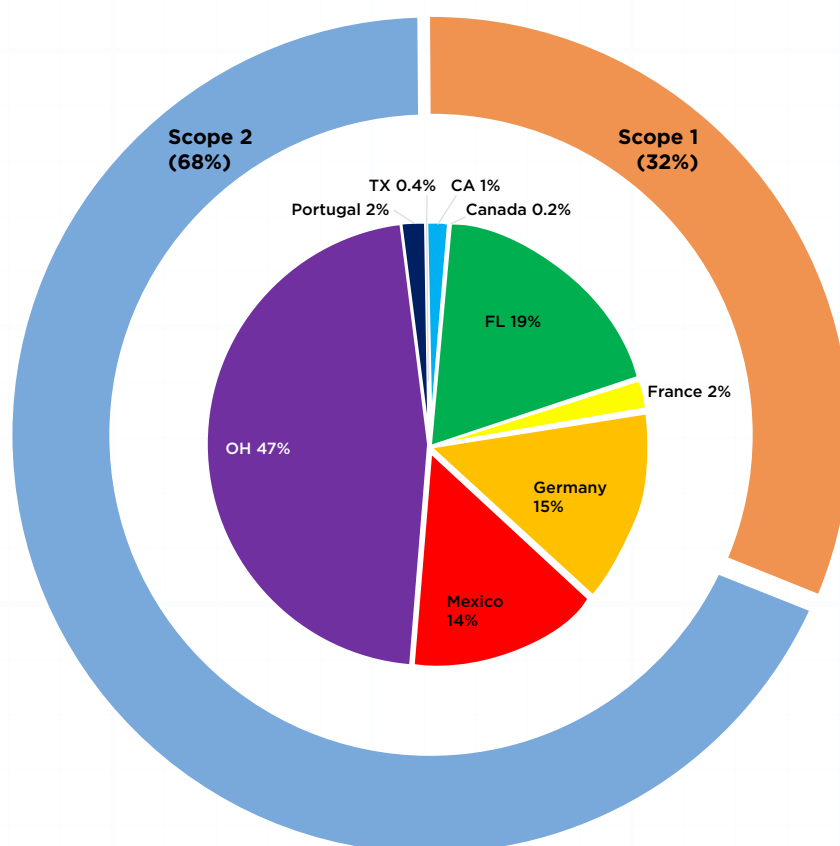
The carbon disclosure data in this report is not adjusted by the offset efforts taking place at two Invacare facilities:

- ▶ Invacare's Ohio facilities offset 100% of their carbon emissions from electricity and natural gas consumption through the purchase of Verified Carbon Units (VCUs) and Renewable Energy Certificates (RECs)
- ▶ Invacare's facility in Albstadt, Germany features a photovoltaic system on its roof with 750 kW/h solar panels that generates renewable energy, with approximately 60% used by the facility and 40% sold back to the power grid.

## 2020 Carbon Dioxide Equivalent (CO<sub>2</sub>e) Emissions from Manufacturing Locations<sup>1</sup>

Total CO<sub>2</sub>e emissions from all reporting facilities: 12,233 metric tons

		Scope 1 metric tons <sup>2,3</sup>	Scope 2 metric tons <sup>2,4</sup>
Organizational <sup>1</sup>		3,881	8,352
Manufacturing			
<b>North America</b>	Elyria, Ohio <sup>5</sup>	1,624	4,001
	Sanford, Florida	738	1,401
	Reynosa, Mexico	553	1,179
	Simi Valley, California	45	116
	Pinellas Park, Florida	14	81
	Spicewood, Texas	N/A	47
	Scarborough, Canada	20	1
<b>Europe</b>	Albstadt, Germany <sup>6</sup>	377	588
	Porta Westfalica, Germany <sup>7</sup>	150	460
	Fondettes, France	230	55
	Porto, Portugal	N/A	192
	Isny, Germany <sup>8</sup>	96	94
	<b>Manufacturing Totals</b>	<b>3,847</b>	<b>8,215</b>



1 - Includes data from those facilities where data is currently available and reported

2 - CO<sub>2</sub>e emissions calculated using 'GHG Emissions Calculation Tool' from the Greenhouse Gas Protocol (ghgprotocol.org) and associated emissions factors as prescribed

3 - Scope 1 emissions calculations limited to emissions from the combustion of natural gas sources only

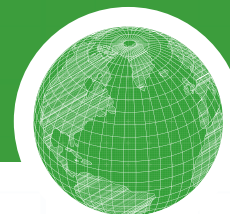
4 - Scope 2 emissions calculations limited to emissions from electricity purchased from utility providers only

5 - Elyria, Ohio corporate headquarters campus Scope 1 & 2 emissions offset by renewable energy credits, as purchased from local utility providers

6 - Albstadt, Germany data does not incorporate photovoltaic system with solar panels that generates renewable energy that is used by facility and sold back to the power grid

7 - Porta Westfalica, Germany facility closed December 2020

8 - Isny, Germany facility ceased manufacturing operations in December 2020



## Manufacturing Measures

Throughout the course of manufacturing, many potential avenues exist for environmental outputs. Our goal at these facilities is to get better each year and make incremental improvements to the manufacturing processes, to incorporate emissions, wastes, resources, and efficiencies. These selected locations highlight some of the key initiatives taking place at our facilities.

### Germany



#### ► Climate neutral transport logistics

Isny, Germany partnered with Deutsche Post DHL Group and GLS Germany to offset GHG emissions generated during parcel transport, through investments in various certified climate protection projects.

In 2020, 966 kg CO<sub>2</sub>e were balanced by Deutsche Post DHL Group alone.

#### ► Supply chain optimization engine & gearbox

Albstadt facility localized supply chain to avoid sea freight and associated transportation emissions and is exploring circular packaging opportunities.

#### ► ISO 14001 certified

Albstadt facility continues to maintain its ISO 14001 certification for environmental management systems.

### Mexico



#### ► Reverse osmosis water treatment system

Reynosa, Mexico employs a reverse osmosis water treatment system to reuse water in its cafeteria and paint line wash system, while non-treated water serves as non-potable water in restrooms.

#### ► Packaging material reductions

In patient aid lifts, corrugated inserts reduced by 5:1 and cartons by 4:2; in bed rails, corrugated inserts reduced by 6:2

#### ► Powder paint recycling system

Developed process to recycle powder paint overspray.

#### ► Equipment controls and optimization

Automation of air conditioning equipment, sized water pumps for full capacity, reusable/washable welding masks.

### Netherlands



#### ► ISO 14001 certified

Along with 3 other EMEA sites, Netherlands Sales has achieved ISO 14001 certification for its environmental management system.

#### ► Environmentally friendly building lease

Invacare Netherlands negotiated new lease agreement that added critical storage space for safe operations, while receiving landlord commitment to invest in LED lights, all at 10% reduced annual costs, beginning in January 2022.

### Ohio



#### ► Downgrade in air permit category

Elyria, Ohio, currently a major Title V air permitted facility, reduced its air emissions to the extent that the facility will reclassify as a minor non-Title V facility in 2022, allowing for less burdensome requirements without impeding future production. Activities supporting this initiative include the use of a zero VOC adhesive in foam cushion applications and other process equipment upgrades and efficiencies.

### Florida



#### ► Energy conservation

Sanford, Florida has converted 95% of its lighting resources to LED technology, replacing fluorescent lighting as they expire; is in the process of installing automatic shutoffs on all fabrication presses and machinery when left idle for 10 minutes; and is improving air hoses and eliminating unused ones to prevent air leakage and reduce compressor utilization.

#### ► Waste reduction

Eliminated paper towels from all restrooms and replaced dispensers with air dryers, resulting in less waste and material costs. Sanford also continues their recycling programs for metals, cardboard, and paper products.

### Portugal



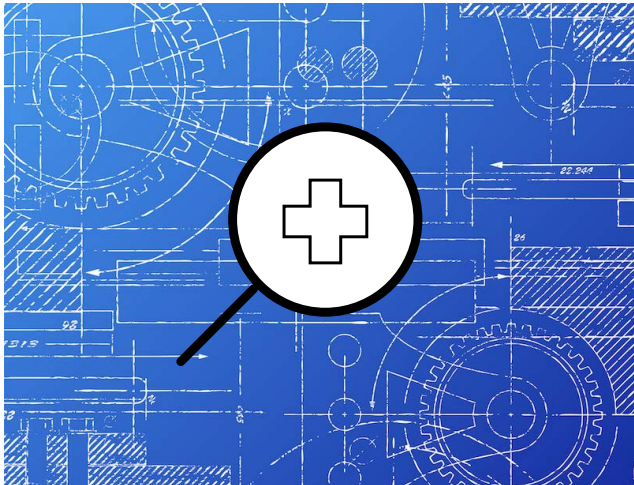
#### ► Packaging Optimization Projects

Porto, Portugal performed a packaging optimization study for two product transport streams, Nordbed transport from Porto to Rea, Sweden, and delivery to customer in France. These planned improvements for 2022 will result in a drastic reduction of waste, with approx. twice as many beds loaded and shipped on half as many pallets.

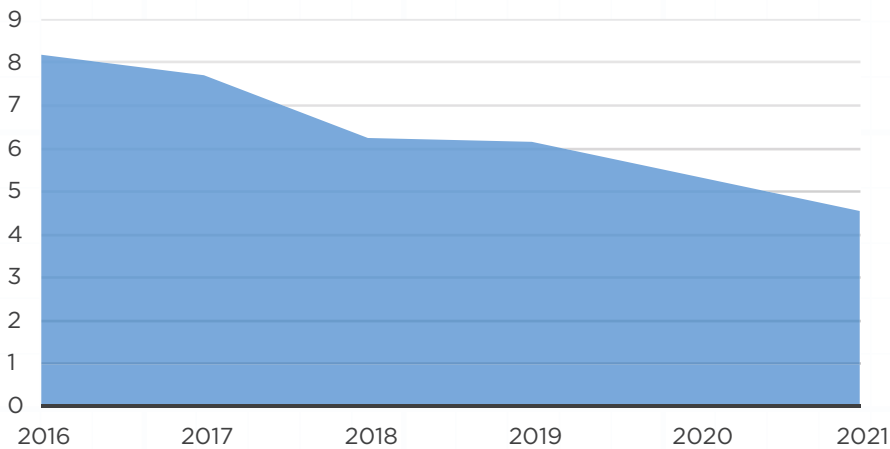


## Facility Focus - Elyria Operations

Invacare's Elyria, Ohio Operations, located at our corporate headquarters campus, consists of a broad array of manufacturing processes that follow a path from raw materials to the assembly and packaging of the finished product. With many different industrial outputs that are environmentally regulated, this location presents opportunities for environmental continuous improvement. The following data trends highlight just some of the positive outcomes resulting from these efforts.



Million Gallons of Water Consumed



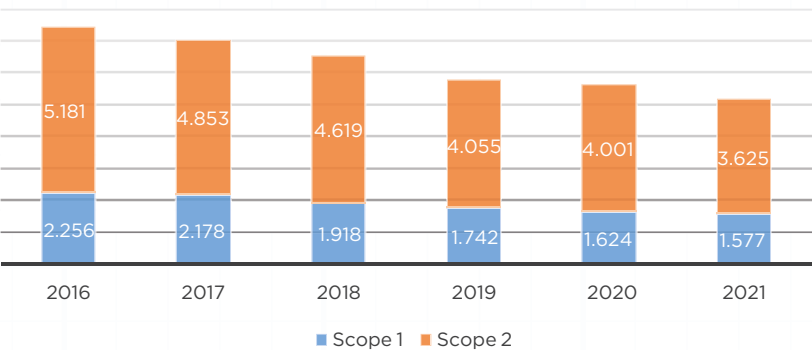
### Trend in Decreased Water Consumption

While Invacare transformed its business with streamlined product offerings and condensed operations, an ancillary benefit is the expected lower environmental impact. In addition to these strategic changes, Invacare reuses water in the paint line wash system, curtails the use of fabrication equipment that requires cooling water, and monitors monthly utility usage to ensure proper functioning of solenoid valves that control water flow to some of our processes.

## Conservation of Energy and Corresponding Emissions

For similar reasons, the Ohio Campus, including Elyria Operations, has realized a decline in natural resource consumption, with a corresponding year - over - year reduction in CO<sub>2</sub>e emissions. Additional activities that contribute to this trend include phased installations of LED lighting and replacing obsolete or end-of-life equipment with energy efficient alternatives, such as the efficiency improvements to the air compressor system.

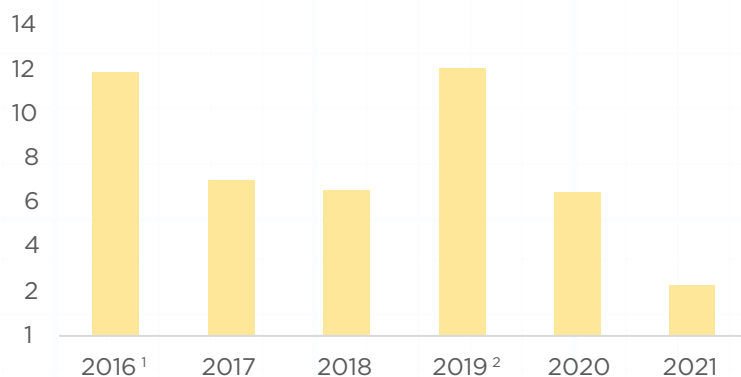
Metric Tons of CO<sub>2</sub>e Emissions for Ohio Campus



## Hazardous Waste Reductions

Invacare manages its waste streams with best practices including preventative maintenance, strategic scheduling, and optimization of chemical products used in its processes. Invacare has reverted from a Large Quantity Generator (greater than 1,000 kg generated in any one month) to a Small Quantity Generator, resulting in reduced environmental impact and less reporting and frequency of regulatory inspections.

## Tons of Generated Hazardous Waste



1 - 2016 spike due to one-time wastewater treatment system maintenance event  
2 - 2019 spike due to one-time emergency generator maintenance event

## Industrial Recycling Streams

In addition to the reductions in air emissions and hazardous wastes, Invacare maintains recycling programs where materials and markets exist, to include polyurethane foam, powder coatings, naphtha solvent, used oil, toner cartridges, metals, batteries, lamps, and pallets.

## Product Stewardship

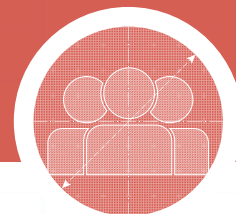
Invacare continues to partner with the Mattress Recycling Council and Call2Recycle in their efforts to educate the consumer on the recycling resources available to them for end-of-life management of mattresses and rechargeable batteries in the United States and Canada. Meanwhile, we continue to monitor future stewardship opportunities in other regions and product sectors.



## Circular Sourcing

Molecular sieve is a critical component to the delivery of oxygen-rich gas from Invacare's portable and stationary oxygen concentrators. The molecular sieve recycling program, which involves collecting and regenerating spent molecular sieve in a re-fired reclamation process, has completed its 3rd year. Invacare has now delivered 40,700 pounds of spent molecular sieve to its supplier for re-firing, eliminating waste and substituting virgin molecular sieve with re-fired molecular sieve in designated service parts.





## Diversity, Equity, and Inclusion

Invacare continues to emphasize diversity, equity, and inclusion (DEI) throughout its global operations in all levels of the organization. A respectful workplace that embraces DEI fosters positivity, boosts employee satisfaction, inspires productivity, and cultivates new ideas. Invacare's commitment to DEI is a continuous journey with evolving endeavors to strengthen our culture.

Invacare organized Regional DEI Steering Teams to drive DEI evaluations and strategies in each region to:

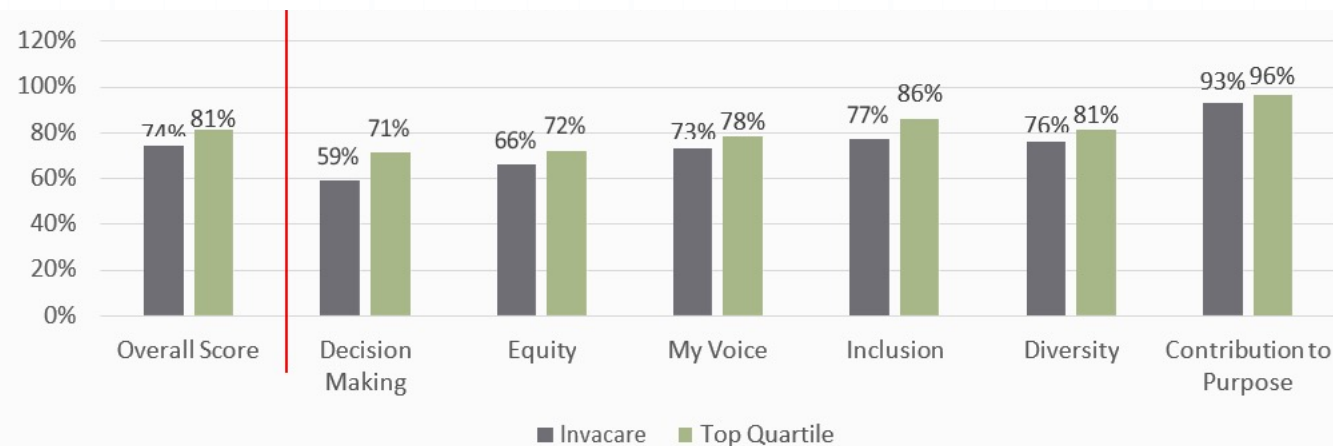
- ▶ Facilitate and capture the team's learning, ideas, and journey
- ▶ Gain a collective understanding of the current state of DEI in each region
- ▶ Analyze how well DEI is or is not embedded in our culture
- ▶ Increase DEI awareness within the organization
- ▶ Educate and increase their own understanding before informing others

To determine DEI culture opportunities within the organization, Invacare conducted various culture and engagement surveys with embedded DEI questions to gain a better understanding of our current base standard. Though most survey results are still being quantified and reviewed, initial strengths involve pride in working for Invacare and the feeling of inclusivity, while stress and better communication are emerging as areas of focus for 2022.

With many surveys in progress, Invacare completed a pilot survey in the Asia Pacific region to establish a baseline DEI score.

- ▶ Survey consisted of 23 questions grouped into 6 separate categories
- ▶ Invacare's overall favorability score was compared to the external market
- ▶ Data will be used to guide focus areas for upcoming listening sessions
- ▶ Key learnings to be shared with EMEA and NA regional DEI teams

### Invacare Favorability Score compared to top quartile



While engagement surveys help inform Invacare where we need to go, Invacare continues to monitor our current gender, race, and ethnicity demographics to measure where we are. Global and U.S. Demographics as of December 31, 2021, are summarized in the tables below

## Global Gender Demographics

	Fe-male ▼	Male ▼
Manager & Above	25%	75%
Individual Contributors <sup>1</sup>	45%	55%
Manufacturing and Warehouse	31%	69%
Total Invacare	37%	63%

## U.S. Race and Ethnicity Demographics

	Manager & Above ▼	Individual Contributors <sup>1</sup> ▼	Manufacturing & Warehouse ▼	Total U.S. ▼
Black / African American	3%	7%	17%	10%
Asian	4%	1%	3%	2%
Hispanic / Latino	6%	11%	39%	23%
White	86%	79%	39%	62%
Multiracial, Native American and Pacific Islander	2%	2%	3%	2%

1 - Personnel below Manager who do not supervise others

## Elevating our Communities

As a leading company in the medical device industry, with facilities and markets that span the globe, Invacare recognizes its responsibility to the communities we serve and impact. In the regions where Invacare and its associates live and work, we devote our time, treasure, and talents to elevate the communities around us. In recent years Invacare and our associates have provided support to organizations such as:



# Corporate

## Corporate Charitable Support

- ▶ Free Wheelchair Mission
- ▶ Easter Seals
- ▶ CAMVETS from Challenge America
- ▶ Paralyzed Veterans of America
- ▶ United Way
- ▶ Special Olympics
- ▶ United Service Organization (USO)
- ▶ The Upside of Downs
- ▶ Harvest for Hunger/Food Collections
- ▶ Toys for Tots
- ▶ ALS Association
- ▶ Youth Challenge
- ▶ United Cerebral Palsy (UCP)
- ▶ Wheelchair Charities, Inc.
- ▶ Junior Achievement

## Corporate Externship Program

Invacare participated in the inaugural 2021 DreamSTEM summer externship program, which focused on increasing the visibility and accessibility of Science, Technology, Engineering and Math (STEM) careers in Northeast Ohio for Black and Latinx students. Educators in the program gain hands-on experience in the fields of STEM, broadening their understanding and exposure to STEM, and share that learned knowledge, value, and appreciation of STEM with their students. Visit [neostem.org/dream-stem/](https://neostem.org/dream-stem/) to learn more.



# EMEA

## Invacare Germany Go for Tokyo

Invacare Germany sponsored a team of young talents between 2017 and 2021 to prepare for the Tokyo Paralympics. Sponsored activities for these wheelchair racing athletes included youth camps, events and competitions, merchandizing, and public relations. One of the sponsored athletes qualified for the Paralympics and placed 4th in the 400 m wheelchair race!

## Invacare UK Manufacturing Awards

Invacare UK was recognized in multiple categories for the Make UK Manufacturing Awards 2021, winning the Wales Health and Safety Award for successfully removing dichloromethane from its manufacturing process. This action has eliminated the main health and safety concern from its production line, improving the working environment for its employees. An additional factor was the implementation of a hot melt glue process that automated the mattress manufacturing process, helping ensure that Invacare remains competitive in the marketplace while ensuring employee safety.

Invacare UK also received runner-up recognition in the Innovation category for developing the InvaSoft, a hybrid dynamic mattress with state-of-the-art technology, using market leading materials with innovative designs that address our customer needs.

In addition, Invacare UK was nominated for Developing Future Talent, a recognition for the Apprentices involvement throughout the manufacturing of the Gel automation build.

## Invacare UK Wear It Pink

In October 2021, Invacare UK's employees turned out for a great cause while competing in a one-mile fun run to raise money for the breast cancer ward at Velindre Hospital. Alongside the fun run, the Invacare team put together an amazing raffle with some fantastic prizes that helped raise funds for this worthy cause.



# Invamex

## Juguetón

In January 2021, Invamex associates organized an event called Juguetón in which all associates may voluntarily participate by donating and delivering toys to an orphanage. Due to the pandemic this year, children's festivities were canceled, but donated toys were given to the orphanage for distribution to the children. Toys were donated to Casa Hogar MAMI and Casa Hogar SAN VICENTE.

## Invamex Wheelchairs Donation

During 2021, Invamex donated wheelchairs to non-profit organizations, including Red Cross Mexico, the City of Reynosa, and the City of Rio Bravo.

## Invamex Health and Safety Recognition Award

In March 2021, Invamex received an audit by the Mexican Institute of Social Security (IMSS) authority to review all the COVID-19 measures and protocols implemented to keep our employees safe. At the conclusion of the audit, Invamex was awarded with a Health and Safety Recognition Award, endorsing that our policies are effective in creating a safe working environment. The award is given to those companies having a safe plan to ensure a healthy return to activities enabled by IMSS, successful implementation of the Health and Safety Protocol due to COVID-19, and an approved evaluation on the IMSS new normality online platform.





## International Day of Persons with Disabilities

3 DECEMBER

### International Day of Persons with Disabilities

The APAC region took the opportunity to celebrate this internationally recognized day in multiple ways this year. Throughout the first week in December, using the hashtag #NotJustToday on teams and our social media channels, we heard many different stories from people with disabilities, including those within our business who have unseen disabilities – the theme for this year was “not all disabilities are visible.” On the day itself, we encouraged employees to spend a full day in a wheelchair to get a glimpse of what it is like living with a disability. It was a heart-warming and fun way to celebrate our community and the people that we strive to Make Life’s Experiences Possible for every day.

### Mental Health Awareness Week

The theme for this year’s Mental Health Awareness week was the power of conversation and as the week fell during COVID-19 lockdowns which saw most of the APAC region working remotely, there was even more reason to highlight it. Each day of the week, words of encouragement, tips, and fun challenges were sent out and shared. We saw some beautiful photos of families, some amazing cooking and baking, walks with dogs, exercise regimes, and the many other ways people were looking after their mental health during this time. It was a lovely way to stay connected during a challenging period of the year.

### Halberg Games

The Halberg Games is a three-day, national sports festival open to ages 8 to 21 with a physical or visual impairment. Young athletes represent their region, compete, pursue further sporting goals, try new sports, make new friends, and have fun! The Games have over 20 sports, an opening ceremony, family festival activities and the presentation of trophies and prizes at the closing ceremony.



With our mission to “Make Life’s Experiences Possible,” Invacare fully aligned behind this event and the outcomes it looks to achieve. We supported the event not only financially, but also with our people and our knowledge. Over the 3-year relationship, we have had many of our team volunteer at the event. From our technicians running a ‘tune-up zone’ where anyone can get any piece of equipment inspected and worked on, to presentations on scripting, chair set-up, and even basic technique. We have also provided athlete ambassadors to engage and inspire those budding young athletes. Our support has seen a tangible improvement in the number of young athletes regularly involved in sport and trying new sports. None more so than seeing the entire wheelchair racing final all lined up with Top End OSRs.













Invacare is committed to the responsible governance of its management, to include the board, executive leadership, shareholders, and other various stakeholders. Invacare strives for equal, fair, and transparent participation, while being responsive and accountable to the concerns of its customers, employees, and shareholders. Effective governance should include a strategic vision for progress and growth, and accountability for the results.

## Invacare's current board structure and demographics

### Highly Engaged and Diversified Board of Directors

Governance, insight and strong industry experience to guide Invacare and represent shareholders' interests

	C. Martin Harris, M.D. (Lead Director)	Susan H. Alexander	Julie A. Beck	Petra Danielsohn- Weil, Ph.D.	Stephanie L. Fehr	Marc M. Gibeley	Matthew E. Monaghan	Clifford D. Nastas
								
	Assoc. VP, Health Enterprise & Chief Business Officer, Dell Medical School, U. of Texas	Chief Legal Officer and Secretary, Biogen	SVP and Chief Financial Officer, Terex Corporation	Retired, former Regional President, Pfizer Essential Health - Europe	Exec. VP and Chief Human Capital Officer, United Healthcare	CEO, Nutritional Medicinals, LLC	Chairman, President and CEO, Invacare Corporation	CEO & President, Tempel Steel
<b>CEO Experience</b>						X	X	X
<b>Healthcare</b>	X	X		X	X	X	X	
<b>International</b>		X	X	X	X		X	X
<b>Financial Turnaround</b>			X				X	X
<b>0-5 year tenure*</b>		X	X	X	X			
<b>Diversity (gender, racial, ethnicity)</b>	X	X	X	X	X			
<b>Independent</b>	X	X	X	X	X	X		X

\* As of 12/31/21

## Adhering to Governance Best Practices



Annually elected Board with Director Resignation Policy for less than majority votes and with fulfilled shareholding requirements



Annual investor outreach program; engagement with shareholders >35% outstanding shares (as of 9/30/21) and proxy advisory firms



Committed to ongoing Board refreshment, with 4 new independent directors in the past 5 years



Nearly eliminated all Class B shares – de minimis amount remaining (~0.001% voting power)

## About the Cover

Invacare has made major strides in its ESG contributions and initiatives over the past several years. To ensure a continued and consistent progression in our evolution, Invacare is standardizing ESG requirements into the design process for new product development. This systematic approach provides a blueprint for producing ESG impacts with intention and purpose. It encourages innovative collaboration and demands conscious choices in the selection of materials and product characteristics. This active mindfulness further embeds an ESG culture in all that we do.

