



Environmental, social, and governance (ESG) report

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Table of contents

A message from our CEO 4

About this ESG report 5

Our Company 6–8

NuVasive® at a glance 6

Our solutions and procedures 7

Improving patient outcomes with less-invasive surgery 7

Our shared mindset for success—*The Cheetah Way* 8

Ethics and compliance 9–10

Corporate compliance and business ethics 9

Code of Conduct 9

Compliance around the globe 10

Engaging the supply chain 10

Product safety and quality 11–13

Our pledge to product safety and quality 11

Enabling a safer operating room 12

Clinical Professional Development 13

Product innovation 14–18

Outcome-driven innovation 14

Patient story: Helping a veteran get his life back 15

Enhanced workflows for better spine surgery 16

Bringing new hope to young lives 17

Patient story: How MAGEC® changed a young boy’s life 18

Sustainability governance 19

ESG Steering Committee: Guiding our sustainability efforts 19

Our sustainability strategy 19

Corporate governance	20–22
Experienced and independent Board leadership	20
Risk management	21
Business resiliency	21
Maintaining cybersecurity and data privacy	22
Environmental impact	23–24
Assessing our impact and taking action	23
Leaning into lean manufacturing	23–24
Our workforce	25–30
When our employees succeed, so do we	25
Our commitment to diversity and inclusion	25–26
Women in Spine	27
Attracting, retaining, and developing talent	28
Employee benefits	29
Manager and employee training	29
Strengthening workplace health and safety	30
Our communities	31–36
Working together for the greater good	31
Funding the future of spine	31
Making a difference through giving	32
NuVasive Spine Foundation	33
Serving our communities	34
Assessing clinical outcomes with SpineTRACK®	35
The Better Way Back® program	36
Our COVID-19 response	37
Global Reporting Initiative Index	38–40

A message from our CEO

NuVasive is a global medical technology company focused on procedural solutions for spine surgery. Together, our employees are collectively working towards our vision to change a patient's life every minute.

As the leader in less-invasive spine surgery, we are driving better clinical, operational, and financial outcomes through our comprehensive procedural solutions. In this way, sustainability is at the heart of what we do, but it is more than that. We are making plans, taking action, and affecting change in a responsible way. At NuVasive, we're dedicated to building and enhancing ESG programs to make a difference around the world.

The Cheetah Way—our shared mindset and foundation for our culture—informs our approach to ESG. We're thoughtful in how we use our resources, while implementing sound governance practices. We work to keep our employees safe and healthy, minimize our environmental impact, and give back to our communities.

This ESG report gives us an opportunity to reflect on what we've accomplished from launching our Pulse™ platform to formalizing our diversity and inclusion program. It also informs the work we have left to do. Making the world a more sustainable place is a shared responsibility we must act on. ***At NuVasive, we're more committed than ever to do our part, while driving value for our stakeholders—surgeons, employees, shareholders, and—most importantly—patients.***

Together:

We think about sustainable practices.

We do what is right to advance responsible stewardship.

We care about our stakeholders and impact on the global communities.



Chris Barry
Chief Executive Officer
NuVasive, Inc.



About this ESG report

At NuVasive, we are committed to running our business ethically and responsibly, while investing in our people and communities. With this report, we aim to share our progress on key ESG topics and use it as a platform to further strengthen and integrate sustainability into our core business practices. As a global organization, we conduct our business in a way that contributes to the Sustainable Development Goals (SDGs) created by the United Nations.



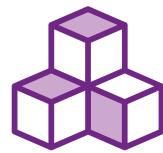
In particular, our Company can have the biggest impact on the following United Nation's 16 Sustainable Development Goals:



3) Good health and well-being



5) Gender equality



9) Industry, innovation, and infrastructure

We're also guided by the Global Reporting Initiative (GRI) Sustainability Reporting Standards, the Sustainability Accounting Standards Board (SASB), the World Resources Institute's (WRI's) Greenhouse Gas Protocol, as well as Carbon Disclosure Project (CDP) guidelines. As we move forward in our journey, we intend to provide metrics for standards and protocols that best reflect our ESG initiatives.

Our ESG Steering Committee, subject matter experts, and members of our senior leadership team participated in the development and review of this report. We welcome ideas and feedback for advancing our citizenship and ESG practices.

Please send comments and questions to sustainability@nuvasive.com.

Our company

NuVasive at a glance

Since 1997, NuVasive has grown from a small developer of specialty spinal implants into a leading medical technology company delivering procedurally integrated solutions for spine surgery. By developing innovative, less-invasive techniques and technologies, we are driving better clinical outcomes for patients, better operational outcomes for healthcare providers, and better financial outcomes for hospitals and the healthcare system. To foster continued growth and development in a responsible way, we seek to integrate ESG principles and practices to enhance our corporate citizenship.



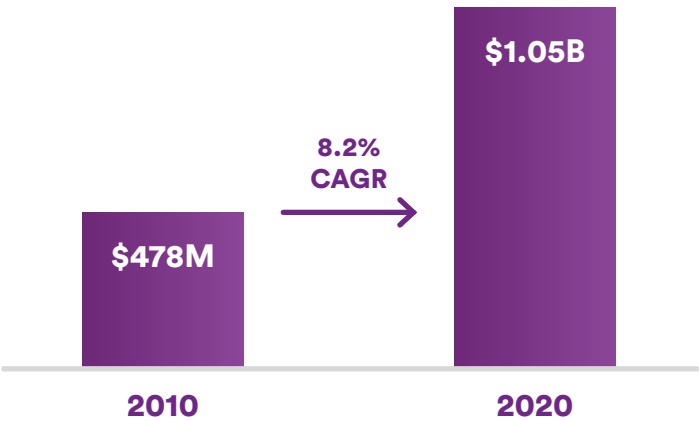
**Leader in
less-invasive
spine surgery**

**15+ years of
industry-leading
experience
in enabling
technologies**

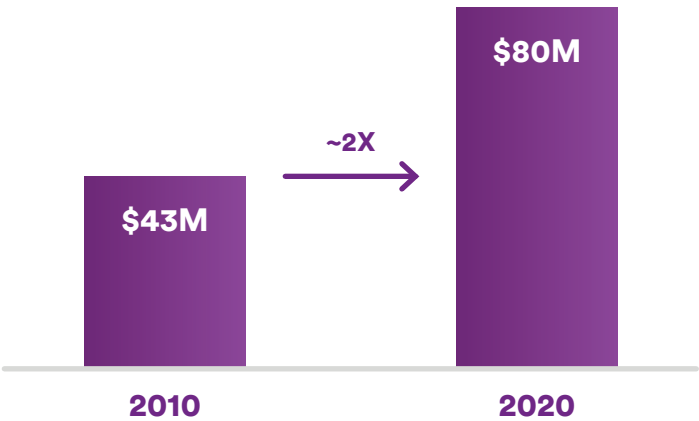
**Operates in
50+ countries with
25+ office locations
worldwide**

A decade of growth

Net sales



R&D investment



Our solutions and procedures

We offer a comprehensive portfolio of procedurally integrated spine surgery solutions, including surgical access instruments, spinal implants, fixation systems, biologics, and enabling technologies. The integration of enabling technology into our procedural offering has been foundational to the success of NuVasive and improving clinical, operational, and financial outcomes of spine surgery.

In addition to our comprehensive spine portfolio, we also offer specialized orthopedics products and neuromonitoring services.

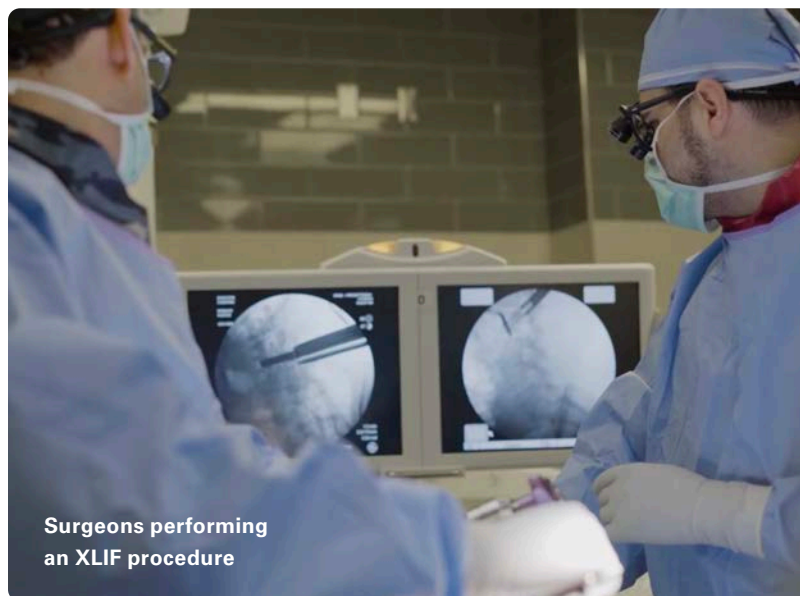
NuVasive Specialized Orthopedics® (NSO) develops magnetically adjustable implant systems for spine and specialized orthopedic procedures to support complex orthopedic reconstructive surgery, including early onset scoliosis (EOS) and limb length discrepancies. The novel technology enables caregivers to customize therapy for patients in a non-invasive manner, to reduce the need for further repeat surgical procedures, and to provide meaningful improvements in patient clinical outcomes and quality of life.

NuVasive Clinical Services® (NCS) is the nation's leading provider of intraoperative neuromonitoring (IONM) services to surgeons and healthcare facilities in the United States. We support surgeons with best-in-class technology and a highly trained clinical team that help enable improved patient outcomes. IONM facilitates the surgical process and can reduce surgical risk by providing critical information and alerts to surgeons of potential harm or compromise to the spinal cord or neural structures.

Improving patient outcomes with less-invasive surgery

Since its founding, NuVasive has been focused on improving patient outcomes in spine surgery. In 2003 we launched the eXtreme Lateral Interbody Fusion (XLIF®) procedure—a lateral access spine surgery technique that is less invasive than traditional, open surgical procedures and clinically proven to enable better patient outcomes. Combined with our IONM technology, surgeons can monitor the spinal cord and nerves of a patient during surgery for better patient safety.

We now offer a comprehensive portfolio of products for anterior, posterior, and cervical spine surgery. Our X360® system, launched in 2019, enables lateral single-position surgery, which allows for significant time savings through the use of modern, less-invasive techniques performed with the patient in the lateral position throughout the entire surgery.



Surgeons performing an XLIF procedure

Our shared mindset for success—*The Cheetah Way*

The Cheetah Way is the foundation of our culture that aligns our beliefs, actions, and how we work to fulfill our commitments. *The Cheetah Way* is anchored by our purpose and furthered through our values, competencies, and strategic priorities. It's how we deliver on our vision to change a patient's life every minute.

Our values:

We think.

We strategically plan to accelerate execution. We collaborate with one another to prioritize opportunities, make decisions, and execute our work in support of the NuVasive strategy.

We do.

We deliver on our commitments. We collectively execute on our plans to deliver the best outcomes for our surgeons, providers, and patients.

We care.

We act with purpose. We leverage our strengths and differences to work together, knowing a patient's life is connected to everything we do.

Guided by *The Cheetah Way*, our actions aim to positively impact our employees, patients, hospitals, healthcare providers, and communities by:

- Creating a safe and healthy workplace;
- Furthering employee development and advancing employee careers;
- Developing outcome-driven innovation that benefits our surgeons, providers, and patients;
- Training surgeons on our less-invasive surgical techniques; and
- Growing our business responsibly, and in a way that creates long-term value for our shareholders.



Our brand is symbolized by the cheetah. We strive to move fast, be deliberate, and outpace our competitors.

Ethics and compliance

Corporate compliance and business ethics

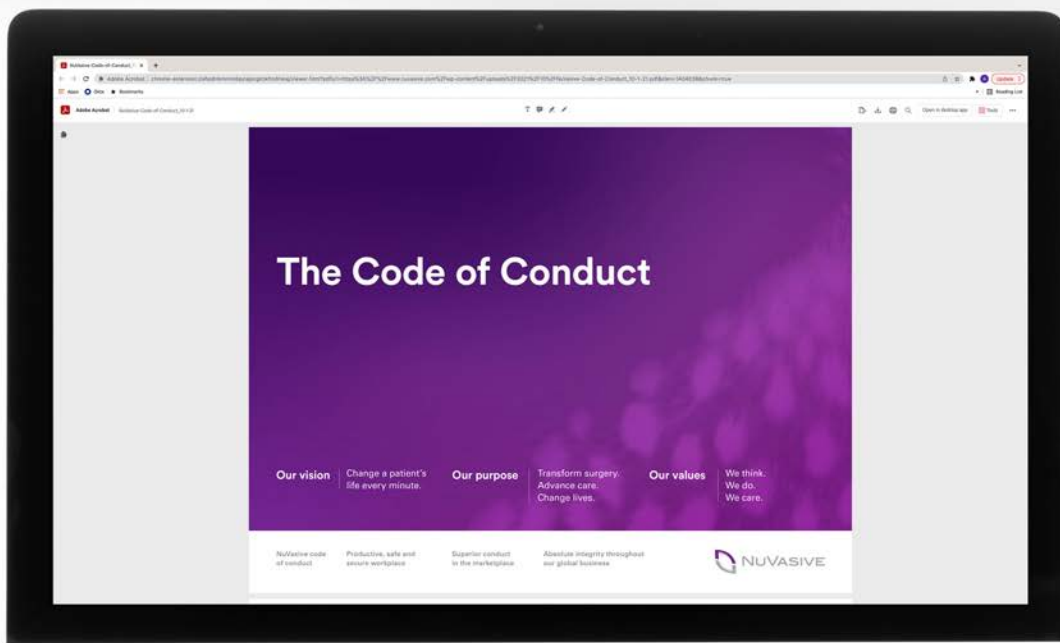
At NuVasive, our vision, purpose, and values guide every decision we make, and every action we take. They form the basis of our commitment to act with integrity, do honest work, and hold ourselves accountable. To help us maintain these standards, we worked with our Board of Directors and senior management to create a comprehensive compliance program. This program is governed by our Global Risk and Integrity department with oversight by our Chief Compliance Officer. Responsibilities include maintaining and implementing our Code of Conduct, compliance audits, integrity hotline, and various supporting policies, procedures, and trainings. We seek continuous improvement of our program through on-going assessments and surveying our employees to understand their perceptions of our culture of integrity.

Code of Conduct

Our **Code of Conduct** outlines the principles that govern the way we interact with each other, our customers, and the public. Beyond working ethically and lawfully, we expect our employees, officers, and directors around the globe to act with:











- **Integrity:** Be trustworthy and act ethically
- **Accountability:** Make responsible choices and have the courage to take responsibility
- **Inclusion:** Encourage and support diverse voices
- **Leadership:** Inspire others and lead by example with respect
- **Clarity:** Be open, honest, and constructive

The Code of Conduct also serves as the foundation for all of our corporate policies and procedures. We require all employees, officers, and directors to participate in an ongoing training program to ensure awareness of the expectations outlined in the Code.



Compliance around the globe

To continuously evolve our culture of compliance, we maintain memberships with key medical associations in our major markets:

	United States: Medical Device Manufacturing Association (MDMA)
	Italy: Confindustria Dispositivi Medici (formerly Assobiomedica)
	United Kingdom: Association of British HealthTech Industries (ABHI)
	Germany: BV Med
	Austria: Austromed
	Belgium: beMedtech
	Australia: Medical Technology Association Australia (MTAA)
	Japan: Japan Federation of Medical Devices Association (JFMDA)
	Brazil: Brazil Association of the Medical Device Industry (ABIMED)
	Netherlands: Gedragscode Medische Hulpmiddelen (GMH)

Our comprehensive compliance program is designed in accordance with the Compliance Program Guidance published by the Office of Inspector General, United States Department of Health and Human Services (HHS-OIG Guidance) and adheres to the California Health and Safety Code §119402.

Engaging the supply chain

From human rights and child labor expectations to information security and financial responsibility standards, we hold our suppliers to the same high expectations as we do ourselves. For example, through our Supplier Code of Conduct, United Kingdom implant suppliers agree to meet these expectations by renewing their commitment to comply with the code on an annual basis. In addition, because we strive for a conflict-free supply chain, our Conflict Minerals policy guides NuVasive and all of our suppliers to comply with United States law regarding conflict minerals in our products.

We also have a supplier due diligence program that measures the performance of our suppliers and their overall capabilities, which fosters strong partnerships and focuses on activities ranging from material specifications to product efficiencies and workplace safety. With our shared focus on quality, we can deliver the best results for our customers and patients.



Product safety and quality

Our pledge to product safety and quality

We take seriously our commitment to provide safe and effective products for our patients. By implementing quality standards in our design process, manufacturing, storage, distribution, and clinical services, we are able to consistently deliver products that meet the needs of our patients and surgeon partners. Our tenets provide the foundation to guide process efficiency, continuous improvement, customer feedback, and robust data-led decision making.

The core tenets of our quality approach include:



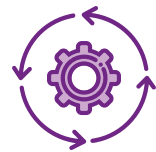
Patients first



Innovation



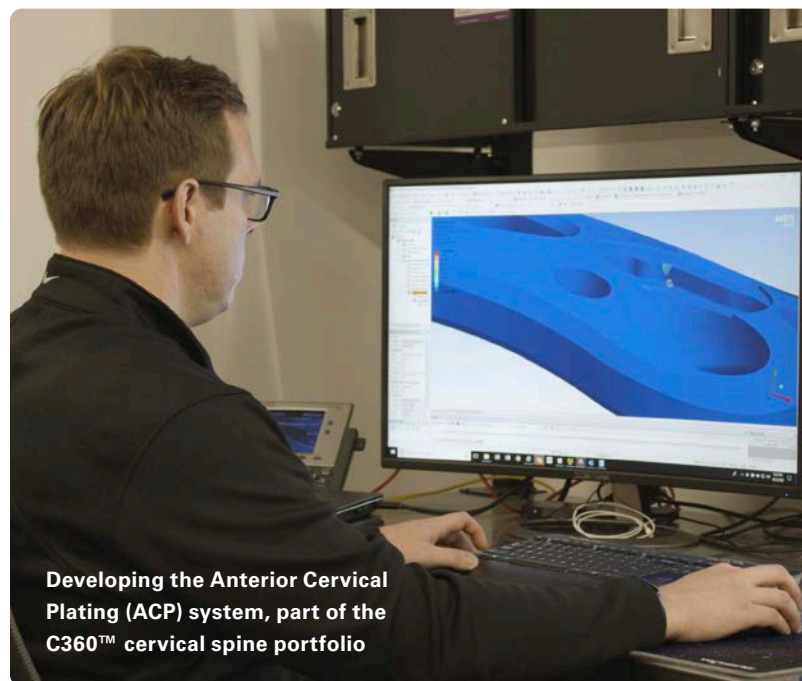
**Safe and
effective outcomes**



**Continuous
improvement**

Quality management system (QMS): To execute on these tenets, we have developed an overarching governance structure through our Quality Management System and Electronic Quality Management System (eQMS) to deliver on our commitments and comply with regulations, industry standards, and continuous quality improvement. NuVasive maintains a QMS to meet regulatory requirements for the distribution of our medical device and human tissue products in the United States and around the world.

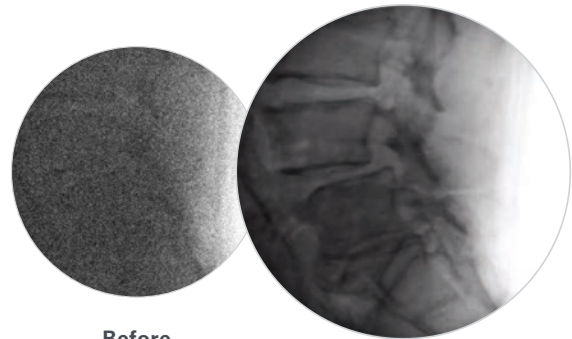
Compliance and government regulations: Our products are subject to extensive requirements by regulatory bodies, such as the United States Food and Drug Administration (FDA). We follow these laws and regulations throughout the development, testing, manufacturing, storage, labeling, marketing, and distribution of our products.



Developing the Anterior Cervical Plating (ACP) system, part of the C360™ cervical spine portfolio

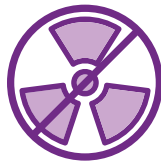
Enabling a safer operating room

Less-invasive surgery often requires greater use of X-ray and other imaging technologies, with the potential for increased exposure to radiation. We take the health and safety of patients, surgeons, and operating room hospital staff seriously. Integrated in the Pulse platform, our Lessray technology is designed to reduce radiation exposure in the operating room. Using sophisticated image enhancement software, Lessray turns low-dose radiation images into images that look like conventional full-dose images.



Before
Low-dose
C-arm image

After
Low-dose
Lessray image



Lessray has been shown to reduce radiation emissions to the OR staff and patient by 75% compared to standard fluoroscopy.¹

Honors for Lessray

- Awarded Best New Imaging Technology Solution in the 2020 MedTech Breakthrough Awards
- Gold winner in the Radiological, Imaging, and Electromechanical Devices category at the 2019 Medical Design Excellence Awards (MDEA)
- Gold winner in the advanced surgical instruments category at the 2019 Edison Awards

Reference

1. Wang TY, Farber SH, Perkins SS, et al. An internally randomized control trial of radiation exposure using ultra-low radiation imaging (ULRI) versus traditional C-arm fluoroscopy for patients undergoing single-level minimally invasive transforaminal lumbar interbody fusion. *Spine* 2017;42(4):217-23.



Lessray has been integrated into the Pulse platform

Clinical Professional Development

Educating surgeons on the safe and efficacious use of our products and technologies has been a key driver of adoption of our less invasive surgical techniques. It also allows us to make a meaningful difference in the professional development of our surgeon partners and to improve patient care.

The foundation of our Clinical Professional Development (CPD) program is hands-on cadaveric training on our procedurally integrated solutions. In addition, we offer global educational courses through in-person formats and virtual content. Regardless of their stage of practice, this training provides surgeons with both clinical and technical skills.

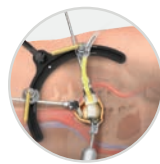
In the United States, we have two state-of-the-art experience centers for surgeon education and training. We also partner with training centers and hospital facilities around the world to offer surgeons hands-on experience with our surgical techniques.



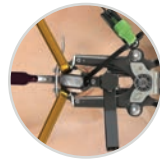
Product innovation

Outcome-driven innovation

By developing innovative, less-invasive techniques and technologies for spine surgery, we are driving better clinical, operational, and financial outcomes. When our less-invasive surgical solutions are utilized, it helps improve procedural workflow in the operating room, while reducing intra-operative risks and cost of care.



XALIF™



XLIF



XFixation™

Less-invasive X360 procedures (*above*) and X360 final construct (*right*) using Modulus® titanium implants.



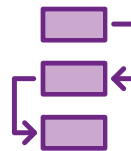
Benefits of less-invasive spine surgery



Reduces operating room time by up to 60 minutes¹



Saves nearly \$5,000 per patient in hospital costs¹⁻³



Enhances operating room workflow and efficiency



Reduces time under anesthesia and lowers intraoperative risks^{4,5}

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1. Goldstein CL, Phillips FM, Rampersaud YR. Comparative effectiveness and economic evaluations of open versus minimally invasive posterior or transforaminal lumbar interbody fusion. *Spine* 2016;41(8S):S74-89.2.
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3. Olsen MA, Mayfield J, Laurysen C, et al. Risk factors for surgical site infection in spinal surgery. *J Neurosurg* 2003;98(2):149-55.
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5. Lehmen JA, Gerber EJ. MIS lateral spine surgery: A systematic literature review of complications, outcomes, and economics. *Eur Spine J* 2015;24(3):287-313.

Patient story: Helping a veteran get his life back

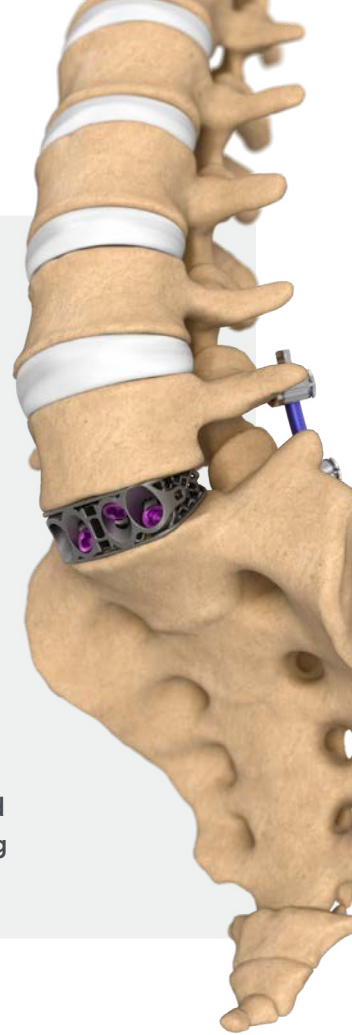
As a Master Sergeant in the United States Air Force, Lee once carried a 200-pound man on his shoulders through the woods during an air base ground defense training drill. A few years later, he had such severe sciatic pain that he couldn't walk from his office to the car without sitting down to rest.

Following his doctor's recommendation, he decided to undergo spine surgery to restabilize his back. The procedure included an anterior lumbar interbody fusion (ALIF) procedure with posterior fixation. By accessing the spinal column from the front, this procedure doesn't require muscle stripping as in other approaches.

"The day after my surgery, I could take a step and not feel pain," said Lee. After taking strong medication for five days, he managed with ibuprofen and rest, and wore a back brace to complete his recovery. Today he's back to doing the things that make him happy, like golfing and working out every day.

What is an ALIF procedure?

During an ALIF procedure, the surgeon accesses the spinal column through an incision on the front of the patient's body (on the abdomen), removes the damaged spinal disc, inserts an implant to relieve pressure on the nerves and restore proper height between vertebrae. The surgeon then uses biologics to stimulate the vertebrae to grow together into one solid bone and stabilizes the spinal column using rods, plates, and/or screws.



“The pain before was life altering for me, but now I have zero issues. I got my life back.”

Lee, ALIF patient

Enhanced workflows for better spine surgery

Through our enabling technologies, we help surgeons work more efficiently, reduce operating room time, achieve more reproducible patient outcomes, and reduce costs. With the Pulse platform, we've integrated all the necessary technologies for spine surgery in one condensed footprint in the operating room. Unlike other navigation or robotic systems on the market, Pulse provides surgeons the freedom of faster decision-making through integrated technologies that inform one another, producing a seamless and efficient workflow.

Pulse is designed to increase safety, efficiency, and procedural reproducibility, while addressing some of the most common clinical challenges in spine surgery such as radiation exposure, nerve and spinal cord injury, and time spent in the operating room.

The availability and integration of multiple applications in Pulse helps surgeons adopt less invasive and more advanced surgical procedures—which provide benefits to the patient, surgeon, and hospital.

The Pulse platform also aims to connect everyone in the operating room for a more efficient surgical workflow. Its wireless capability allows seamless connectivity and control of the Pulse platform from all members of the surgical team in the OR—from the surgeon to the C-arm technologist to support staff. In addition, Pulse's extensible nature maximizes the value for the hospital—with one initial capital investment and the possibility to add future surgical applications.

To reduce cybersecurity risks, Pulse is UL 2900-2-1 and ISO 27001 certified.



Pulse platform applications:



Neuromonitoring



Rod bending



Global alignment



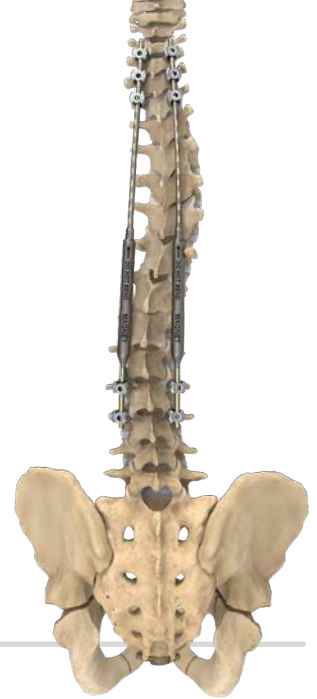
Radiation reduction and imaging enhancement



Navigation

Bringing new hope to young lives

The MAGEC system is one example of how we're providing hope to children and families who suffer from EOS. Traditional EOS treatment involves surgery to implant spinal bracing using rods, and then multiple surgeries thereafter to implant longer rods as the child grows. The MAGEC system uses a special type of magnetically adjustable rod that, once implanted, can be distracted (lengthened) using an external remote controller, thus reducing the number of subsequent surgeries that would otherwise be required. The MAGEC system helps reduce the anxiety, cost, and time that come with traditional, repetitive lengthening surgeries.



Here's how MAGEC changes lives:



Patients undergo fewer surgeries than traditional growing rod patients while achieving the same clinical outcomes.¹



Fewer surgeries reduce the patient's overall exposure to anesthesia, and help prevent harm to the developing brain.^{2,3}



Fewer surgeries means reduced patient risk of acquiring infections.^{1,4}



Helps reduce the psychological distress and anxiety that comes with repetitive surgeries.²



Costs are equal to those of traditional growing rod treatment.^{5,6}



References

1. Akbarnia BA, Pawelek JB, Cheung KM, et al. Traditional growing rods versus magnetically controlled growing rods for the surgical treatment of early-onset scoliosis: a case-matched 2-year study. *Spine Deformity* 2014;2(6):493-497.
2. Yoon WW, Sedra F, Shah S, et al. Improvement of pulmonary function in children with early-onset scoliosis using magnetic growth rods. *Spine* 2014;39(15):1196-1202.
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Patient story: How MAGEC changed a young boy's life

Isaac received 13 surgeries in the first year of his life to correct a spinal deformity caused by bone cancer. Diagnosed when he was a newborn, the cancer affected his spinal growth, creating a C-shape in his spine. That meant undergoing spinal rod lengthening surgeries every 6 months—which took a heavy toll, not only on Isaac, but on his loved ones.

“The first and second surgery, he didn’t know what was going on,” said Isaac’s mother, Paula. After the third surgery he knew where he was going and would cry. It was really painful for everybody.”

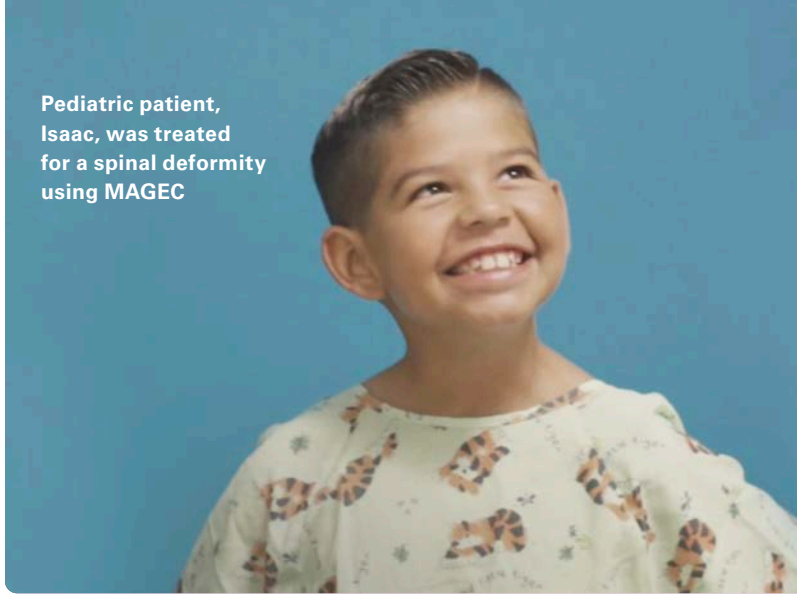
When his spinal hardware was converted to the MAGEC system in 2015, everything changed. Rather than undergoing lengthening surgeries, the surgeon would adjust the magnetic rods externally, and he was able to go straight to school after his distraction therapy.

Today, Isaac is an aspiring soccer player who loves to run.

Pediatric patient, Isaac, was treated for a spinal deformity using MAGEC

“**After that first surgery everything is just a life change. It’s easy, not painful. MAGEC really helped improve everything in Isaac’s life.**”

Paula, Isaac’s mom



Sustainability governance

ESG Steering Committee: Guiding our sustainability efforts

The ESG Steering Committee provides oversight and support to our corporate responsibility and sustainability initiatives. Composed of a cross-functional team of senior leadership from Global Risk and Integrity, Legal, Corporate Marketing, Finance, Human Resources, and Global Operations, the committee is responsible for formalizing Company policies, overseeing Company disclosures, and making recommendations for evolving our ESG practices.

By continuing to strengthen our sustainability governance practices, we're laying the foundation to advance our sustainability efforts—now, and for years to come.

Our sustainability strategy

We are inspired by the power and impact of sustainability. We are building on a range of programs and initiatives that have been in place for years to formalize our intentions and enhance our ESG program. From our Board of Directors and executive leadership to managers and employees, we're rallying around the following core initiatives:

- **Culture of inclusion and diversity** that encourages diverse thought and perspective to further innovation
- **Sustainability by design** in product research and development
- **Commitment to a responsible supply chain** that facilitates alignment of ethics and compliance across our suppliers
- **Advancement of environmental stewardship** through benchmarking and goal setting
- **Legacy of giving back** through nonprofits like the NuVasive Spine Foundation, our corporate grants program, and charitable donations



Corporate governance

At NuVasive, we are committed to maintaining the highest standards of corporate governance. Our Board is responsible for overseeing management and establishing appropriate decision-making processes and controls so that our Company can be successful over the long-term. Our Board has adopted a set of Corporate Governance Guidelines designed to address effective corporate governance of our Company, including Director independence and qualification criteria, Director responsibilities, Director compensation, Board evaluation, Board Committee matters, and succession planning. Our Corporate Governance Guidelines, along with the charters for each of the Board's three standing committees and the Company's Code of Conduct, form the basis for our corporate governance framework.

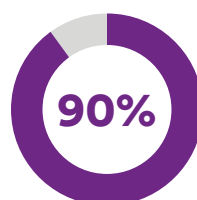
Experienced and independent Board leadership

Our Board comprises individuals with strong backgrounds in executive leadership and management, accounting and finance, and Company and industry knowledge. We are also committed to independent leadership on our Board. Our CEO does not serve as our Board Chair, and our Board structure provides for a Lead Independent Director if the Board Chair is not an independent Director. Each of our three Board standing committees—Compensation, Audit, and Nominating, Corporate Governance, and Compliance—are composed of independent Directors.

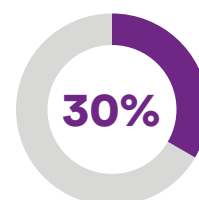
Board refreshment and Board diversity

Our Board believes that Board refreshment is important as our business grows and evolves over time, and that fresh viewpoints and perspectives are regularly considered. In addition, our Board believes that the diversity of our Directors' ethnicity, gender, background, and experience results in different perspectives, ideas, and viewpoints, which make our Board more effective in carrying out its duties.

Our Board consists of:



independent
members



female
members

4.4 years

average director tenure

59 years

average director age

Annual Board evaluation and assessment

Our Board believes that an annual evaluation process is an important component of strong corporate governance practices and promoting ongoing Board effectiveness. Each year, the Board conducts a comprehensive evaluation and assessment process to review Board, Committee, and Director effectiveness.

Information on our current Board of Directors and Governance Practices is available on our [Corporate Governance webpages](#).

Risk management

We seek to minimize strategic and operational risks through sound enterprise risk management (ERM) practices. While our management team is responsible for day-to-day management of the Company—and the risks that go along with it—our Board oversees the ERM process to confirm that it is properly designed, well-functioning, and consistent with our overall corporate strategy.

The core tenets of our ERM approach include:



**Identify
and assess**



**Determine risk
response**



**Mitigate
and monitor**



**Communicate
and report**

As part of our ERM process, our management team identifies and considers top risks facing the Company each year. They work to develop mitigation plans, considering the likelihood and severity of potential risks. Our Board provides oversight of this process and helps guide the Company to establish the right balance and overall risk tolerance.

Business resiliency

Continuity and resilience were critical beginning in 2020 as we faced a global pandemic. Our business continuity management program provides the framework to help build enterprise resilience that safeguards the interests of our key stakeholders, reputation, brand, and value-creating activities. With a strong business continuity program, we can better adapt to and overcome crises to keep employees safe and enable the delivery of patient care.

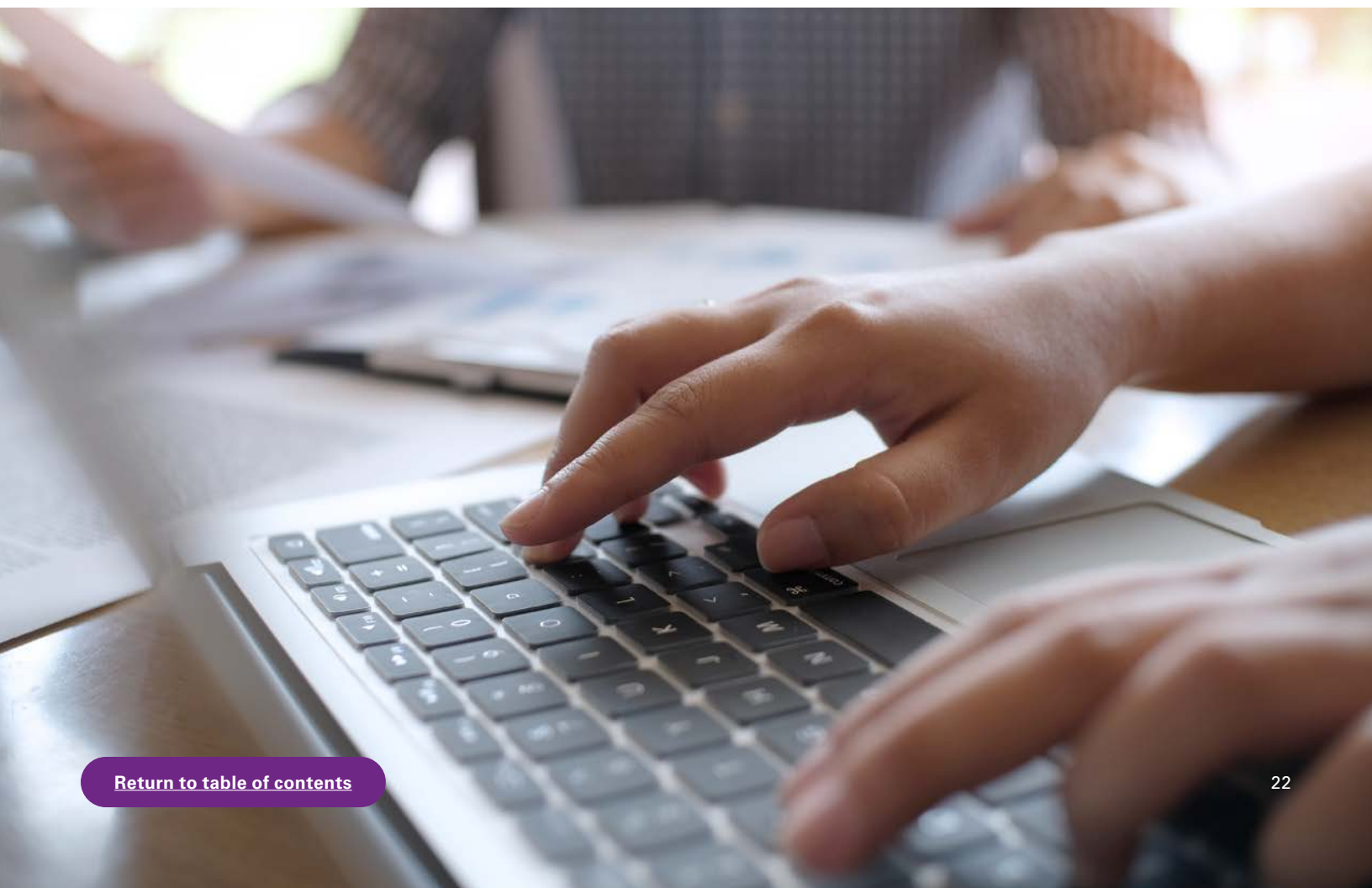
The program consists of three areas:

- **Crisis management:** We've developed plans to help us manage a crisis effectively, including response and action during an event. This includes establishing emergency response teams and plans at our key sites. We have installed crisis management teams and plans at the corporate and local levels, as well as provided training to support a capable response.
- **Business continuity planning:** To keep operations running and services available during a crisis or emergency, we engage in risk assessment and remediation, implement business recovery teams and plans at our sites, and provide training and exercises to help us respond appropriately.
- **Technology recovery:** We safeguard the availability of information technology services by defining and testing alternate processing locations, training teams, developing recovery plans, and focusing on data resilience and security.

Maintaining cybersecurity and data privacy

We're committed to maintaining the security, confidentiality, and integrity of our information, networks, systems, and products. We do this through our risk-based global Information Security program. To make sure we're always improving, we regularly evaluate and review our program and risk profile. We have dedicated security processes and resources designed to help prevent, detect, and respond to cyber threats, as well as comply with data privacy and protection laws and regulations from General Data Protection Regulation (GDPR) and Health Insurance Portability and Accountability Act (HIPAA) to Sarbanes-Oxley Act (SOX) and California Consumer Privacy Act (CCPA).

At NuVasive, data privacy and security go hand-in-hand. That's why we've put in place a comprehensive global privacy program that complies with the privacy and data protection principles around the collection, use, and maintenance of personal data. We adapt our privacy practices to satisfy local legal requirements and comply with regulations such as GDPR, HIPAA, and CCPA. Covering areas like data retention, storage limitations, and third-party management, our data privacy is based on a comprehensive set of protection principles and supported by a Privacy Management Program.



Environmental impact

Assessing our impact and taking action

We are advancing environmental stewardship through a range of initiatives that build on our environmental compliance and lean manufacturing programs.

Our facilities implement environmental compliance, hazardous waste management, recycling, emergency preparedness, and environmental health and safety (EHS) programs, and our corporate EHS team monitors and assesses compliance to local and global requirements.

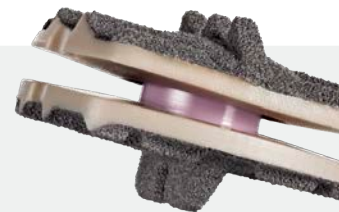
Leaning into lean manufacturing

Our general approach to our manufacturing and distribution operations is centered around waste elimination in our processes. Our ability to efficiently use resources through our operations is resulting in reduction in material used and inventory in process as well as better fulfillment for our field teams and surgeon partners. As we continue to scale our business, we are focused on balancing our footprint, while reducing inventory transportation cost and lead time.

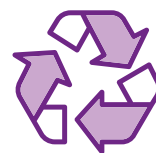
3D printing: We've embraced lean manufacturing to reduce our environmental impact. By implementing practices like 3D printing of our titanium spinal implants, we are creating innovative designs to improve clinical outcomes for patients, while conserving resources. Using 3D printing, we are able to reduce scrap rates, recycle titanium powder through a reclamation process, and prototype and validate faster.

Simplify® Cervical Disc

In 2021, we acquired Simplify Medical and now offer the Simplify Cervical Disc as part of our comprehensive C360 portfolio for cervical spine surgery. This cervical artificial disc is designed to offer surgeons best-in-class capabilities across key performance functions—anatomic, physiologic motion, and radiologic design. As part of the integration of Simplify Medical, we focused on the supply chain and manufacturing process for this technology to shorten lead times and drive efficiencies. The insourcing of the Simplify Cervical Disc into our manufacturing operations in West Carrollton, Ohio has resulted in a 50% reduction in the lead time associated with its corresponding supply chain.



Lean Six Sigma: We deploy Lean Six Sigma training in our supply chain teams to drive waste out of our processes. We're focused on lead time reduction to allow flexibility across the supply chain to find more cost-effective methods for delivering our products. Lower lead times allow us to shift transportation modes to lower cost, environmentally preferable methods like ground shipment versus air.



Our manufacturing facility recycled approximately 36,000 pounds of titanium in 2021.

Leaning into lean manufacturing (cont.)

Shipping and freight: We are working to reduce our freight utilization by consolidating shipments, replacing air with ground transportation, and reducing the frequency of international shipments. We've created boundary offices to forward deploy surgical instruments and inventory within key regions to minimize transportation to our distribution centers of full surgical sets. We look to move more inventory into these locations to further reduce cost and environmental impact to replenish surgical implants.

Waste and scrap reduction: We continually improve our internal manufacturing processes to be more efficient and have implemented various waste and scrap reduction initiatives. For example, at our Ohio manufacturing facility we have an oil reclamation system that presses oil out of our scrap for reuse—as well as processes to recapture industrial alcohol and reclaim scrap titanium for repurposing.

Examples of environmental action

From recycling to reducing paper and plastic use, small changes at our facilities add up to big collective impact. Here are some of our initiatives being implemented around various sites:



Electric car charging stations



High-efficiency HVAC systems



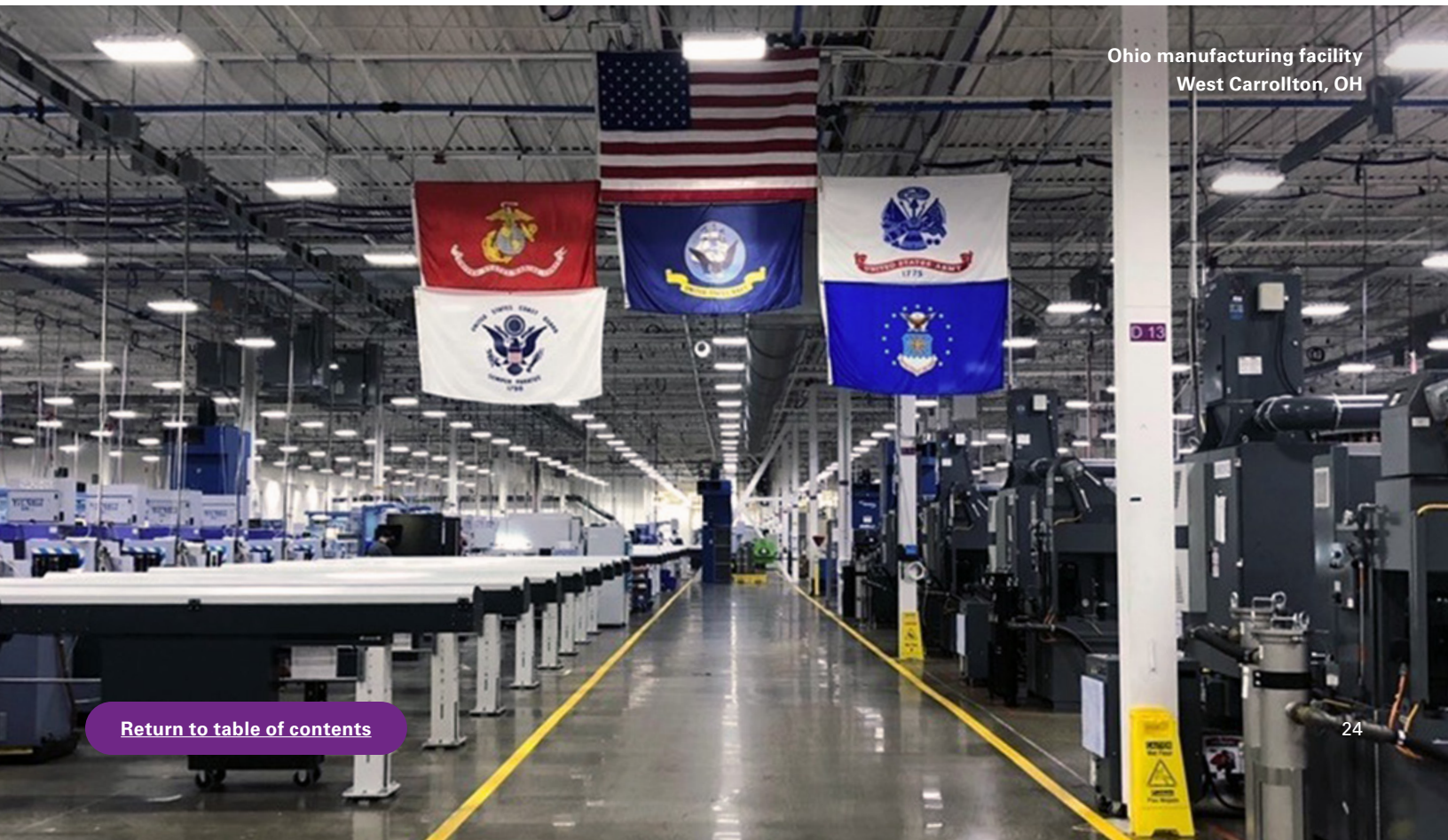
LED lighting



Recycling of paper and plastic



Reduction in paper usage



Ohio manufacturing facility
West Carrollton, OH

Our workforce

When our employees succeed, so do we

Our employees are our greatest asset. That's why we focus on creating a culture of inclusion that empowers our people to come up with new ways to support patients, surgeons, and each other. We do this by emphasizing diversity and inclusion; advocating for health and wellbeing; and attracting new talent that embraces *The Cheetah Way* and our vision to change a patient's life every minute.

Our commitment to diversity and inclusion

We are committed to supporting and driving diversity and inclusion (D+I) initiatives that continue to evolve our workplace culture, policies and processes, while creating an environment that leverages differences. We do this as we work together, knowing that a patient's life is connected to everything we do.

Our long-term D+I roadmap:

1. **People:** Attract and retain talent from different backgrounds, worldviews, and ways of thinking
2. **Capabilities:** Drive holistic change by making D+I a core part of our organization
3. **Culture:** Create a workplace where employees feel valued, heard, and respected
4. **Market:** Become a recognized leader in healthcare innovation, supported by our diversity efforts

In 2020, we took action for racial justice by establishing the Racial Equity Task Force, which recommended key actions for improving racial equality across the Company. Made up of more than 100 NuVasive employees, the task force focused on four areas: culture, education, policies and programs, and value proposition and recruitment.



Some of the top actions we have taken:



Created the illuminate program, where employees and leaders discuss topics related to D+I



Launched a D+I Council to oversee our employee resource group and Racial Equality Task Force activities



Delivered D+I training to employees, people leaders, and surgeon partners



Enhanced recruitment and hiring practices to emphasize D+I

Events for equity

To facilitate a working environment and culture that generates action to improve the equity of communities, we have partnered with experts, educators, and corporate leaders to host a series of events promoting equity and inclusion.

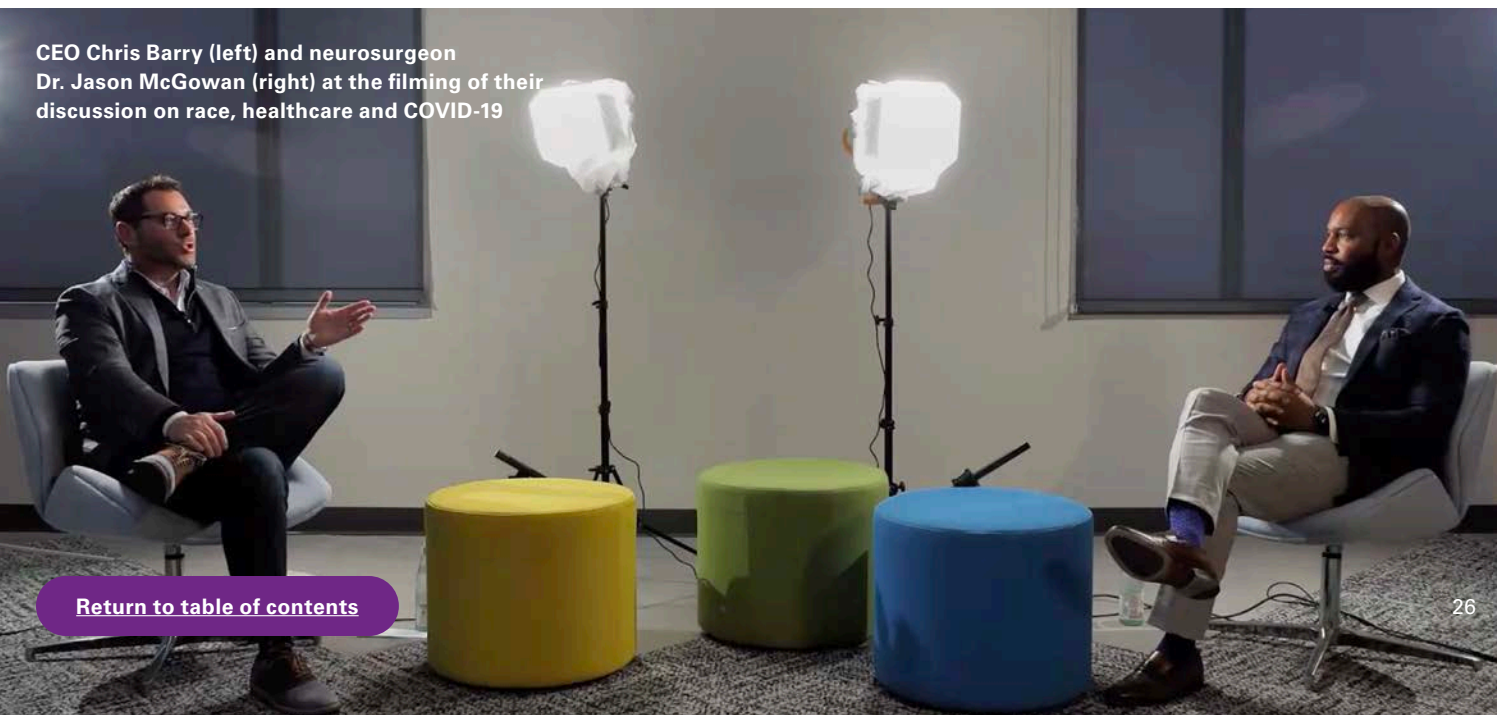


Employees during the virtual NUVA Pride 2021 celebration sharing what Pride means to them

Here are some of the highlights:

- **Technovation Girls:** To encourage women to work in science, technology, engineering and mathematics (STEM) fields, our employees judged a global competition in partnership with this nonprofit. Girls and women ages 10 to 18 were tasked with solving real-world problems by building a mobile app and pitching a business plan.
- **NUVA Pride:** We held a series of virtual event to promote, celebrate, and advocate for diversity by bringing visibility to the LGBTQ+ community.
- **Unida!:** We hosted a virtual two-part program that brought awareness and recognition to Hispanic college students and employees affiliated with the Society of Hispanic Professional Engineers.
- **Aspire:** In partnership with the University of California, San Diego Society of Women Engineers, we connected female college students with medical device leaders to promote mentorship within the field.
- **Veterans in Life Science Symposium:** This virtual event helped participants learn how to translate military experience into a career in medical devices, while providing our veteran community with resources and opportunities to network.

CEO Chris Barry (left) and neurosurgeon Dr. Jason McGowan (right) at the filming of their discussion on race, healthcare and COVID-19



Women In Spine

Women In Spine is our first employee resource group (ERG). This women-led organization aims to highlight the value of diversity, inclusion, and engagement, while providing professional development opportunities for all employees. While the name 'Women In Spine' comes from the group being "women-led," employees of all genders, experience levels, and locations have a place in Women In Spine.

Who is Women In Spine?



**500+
members**



**Located in
14 countries**

Supporting employee development and engagement

Here are some of the top ways our Women In Spine ERG engages and supports employees:

- **Growth Groups:** These virtual learning experiences cover topics from mentorship and influencing others to creating culture across teams and owning your development
- **Freeform:** Members gather virtually to discuss topics such as disrupting bias, developing authenticity, fostering allies, and practicing inclusive leadership
- **EMPOWER:** An experiential conference focused on helping develop leadership capabilities, while teaching values like resilience and agility

Women In Spine member
hugging a patient during a hike
for The Better Way Back program



Attracting, retaining, and developing talent

We believe our dedicated employees give us a competitive advantage. That's why we strive to attract, hire, and retain people who are aligned with our values—we think, we do, we care—and passionate about our vision.

Fostering a positive and productive working environment is how we care for our employees and provide a desirable place for them to grow their careers. We do this through programs and tools such as our learning and development platform, which provides access to a library of development resources and learning videos. Additionally, our leadership curriculum focuses on enhancing manager capability to build the leaders of tomorrow, and our D+I program encourages employees and leaders to discuss diversity, equity, and inclusion to create an inclusive environment at NuVasive.

We provide a rigorous commercial training program that offers in-person and online learning to develop clinical proficiency in our industry-leading commercial team. Our new, commercial team members attend live, comprehensive trainings to prepare for commercial selling in their respective territories. Furthermore, commercial teams complete monthly, virtual assignments where clinical and commercial competencies are further developed.

In addition, we support our team of board-certified neurologists and neurophysiologists with industry-leading training and education, which includes a curriculum accredited by The Neurodiagnostic Society (ASET) that:

- Supports eligibility for Certification in Neurophysiologic Intraoperative Monitoring (CNIM)
- Provides Continuing Education Units (CEU) to maintain CNIM accreditation



A Sales Training course at our West Coast Experience Center in San Diego, CA

Employee benefits

We strive to offer a comprehensive set of employee benefits to keep our employees healthy, safe, and planning for their future. While benefits may vary by region, our employee benefits package includes:

- Medical insurance
- Prescription insurance
- Dental insurance
- Vision insurance
- Employee Assistance Program with access to mental health resources and support
- Health Savings Account
- 401(k) plan
- Employee stock purchase program
- On-site fitness center
- Wellness platform
- 15 days paid time off (PTO), after five years
20 days, after 10 years 25 days (non-exempt United States employees only)
- Flex time off program (exempt United States employees only)
- Legal plan, identity theft protection, telemedicine, maternity assistance, discounted surgery program

Manager and employee training

We care about our employees' success, and we're dedicated to providing our people with the knowledge, tools, and resources they need to do their best work. Our internal management training program is designed to reinforce people management skills and behaviors.

Managers also complete training in topics such as:

- A Manager's Guide to a Culture of Integrity
- Handling Employee Concerns
- Organizational Justice
- Leading Virtually
- Environmental Health and Safety: Operating Room Protocols
- Thinking Inclusively series
- Return to Work and Safety Training (COVID-19)
- Anti-Harassment and Discrimination

NuVasive Spotlight Program

We recognize and reward great work through our Spotlight platform, which allows employees at any level to provide recognition to peers who embody our values and contribute to our success. We encourage our employees to send tokens of gratitude to recognize the difference we are making in each other's lives every day.

NUVA Exam

Employees across the organization take the NUVA Exam as part of their onboarding experience. By teaching our people about spinal anatomy, spinal pathologies, and the products and procedures we offer, we empower them to do their best work as they carry out our vision to change a patient's life every minute.

Strengthening workplace health and safety

We care for our employees, and we follow federal, state, and local environmental and safety laws and regulations to provide a safe and healthy working environment. We aim to reduce and eliminate serious injury through our health and safety programs, compliance with responsible hazardous waste management procedures, and emergency preparedness.



Manufacturing in our West Carrollton, OH facility

Programs and benefits we've developed to support a healthy work environment include:



Safety learning modules

We offer learning opportunities and host an annual safety campaign to keep safety top of mind.



Crisis management

Through our emergency communication system, we are able to quickly communicate with employees during emergency situations through text, mobile application, or email.



Wellness platform

To help employees stay healthy and productive, our wellness technology platform, incorporates interactive challenges, virtual fitness classes, and recognition awards to promote an active lifestyle.

Our communities



Working together for the greater good

NuVasive has a long history of supporting our communities—and beyond—by giving back through our corporate grants program, medical missions, patient education, and supporting the places where our people live and work.

Funding the future of spine

Through our corporate grants program, we promote social responsibility by funding medical education and research, as well as charitable and philanthropic efforts.

A decade of giving back



From 2010 to 2020, we've approved and funded \$40M+ in corporate grants

We also provide charitable donations to professional and patient organizations focused on spine or specialty orthopedics whose objectives support research and education.

2021 Tanzania Scoliosis Surgical Technique Course

NuVasive supplied products for a week-long scoliosis learning camp in Tanzania. Thirty healthcare providers from Tanzania, Kenya, and Malawi attended the camp to learn surgical techniques to support scoliosis patients. During this camp, five patients received surgical treatment.



Mwajuma, a 16-year-old patient treated for adolescent idiopathic scoliosis

Making a difference through giving

NuVasive grants provide financial support to clinical research by independent investigators, as well as in-kind contributions. We also provide grants to academic institutions and nonprofit organizations to support medical students, residents, and fellows participating in orthopedic or neurosurgery programs. Our grants also support educational events for healthcare professionals provided by hospitals, academic centers, associations, or medical education companies.

A decade of funding education and research

From 2010 to 2020, we've funded and awarded \$26M+ in research, fellowship, and educational sponsorship grants



Research
\$13M+



Fellowships
\$9M+



Educational sponsorship
\$3M+

Patient consultation during a NuVasive Spine Foundation medical mission trip

NuVasive Spine Foundation

The NuVasive Spine Foundation (NSF) is a 501c3 nonprofit organization dedicated to operating medical mission trips that bring life-changing spine surgery, technology, and training to medically under-resourced communities around the world. The foundation shares the innovative technology and expertise of NuVasive through medical mission trips, including donation of spinal products, technology, and clinical services (neuromonitoring and product support).

NSF expands its reach by partnering with leading spine surgeons, nonprofit organizations, and in-country medical professionals and facilities to develop sustainable spine treatment programs and support high-quality spine care. Today, NSF's growing medical mission program is rooted in three locations: Honduras, Mexico, and the Eastern Caribbean. Each location is set up to address the specific needs of that community.

Since NSF was founded in 2009, we've made an impact through:

1,600+

life-changing
spine surgeries

\$24.5M+

in funding and
NuVasive products
and services

500 hrs

spent training
in-country medical
professionals

32

countries around
the world

To learn more about NSF, visit nuvasivespinefoundation.org.

“

I was living in horrible pain. I couldn't walk, stand-up, go to the bathroom, or take care of my son. When I stood up for the first time after surgery, I felt like the happiest woman in the world. I feel like I have my life back and can be the mother my son needs.”

Daniela, NSF medical mission trip patient

[Return to table of contents](#)



Serving our communities

Our employees around the world have historically come together to support their local communities. As an example, NuVasive employees have participated in the following initiatives:



Blood drives

The San Diego Blood Bank has been hosted at the NuVasive San Diego site for employees to easily volunteer and donate blood to Rady Children's Hospital in San Diego, Sharp Healthcare, Kaiser Permanente, Palomar Medical Group, and the Veteran's Association.



Month of Giving

During the holiday season, our employees are encouraged to participate in a global month of giving campaign by volunteering and making charitable donations.



Global food drives

Our employees regularly collect food and donate to those in need and support the efforts of local food banks.



Padres Pedal the Cause

A cycling fundraiser that supports cancer research with 100% of donations funding life-saving cancer research in San Diego.

Participated since 2016

Funds raised to date: \$145K+

Total participants to date: 225+



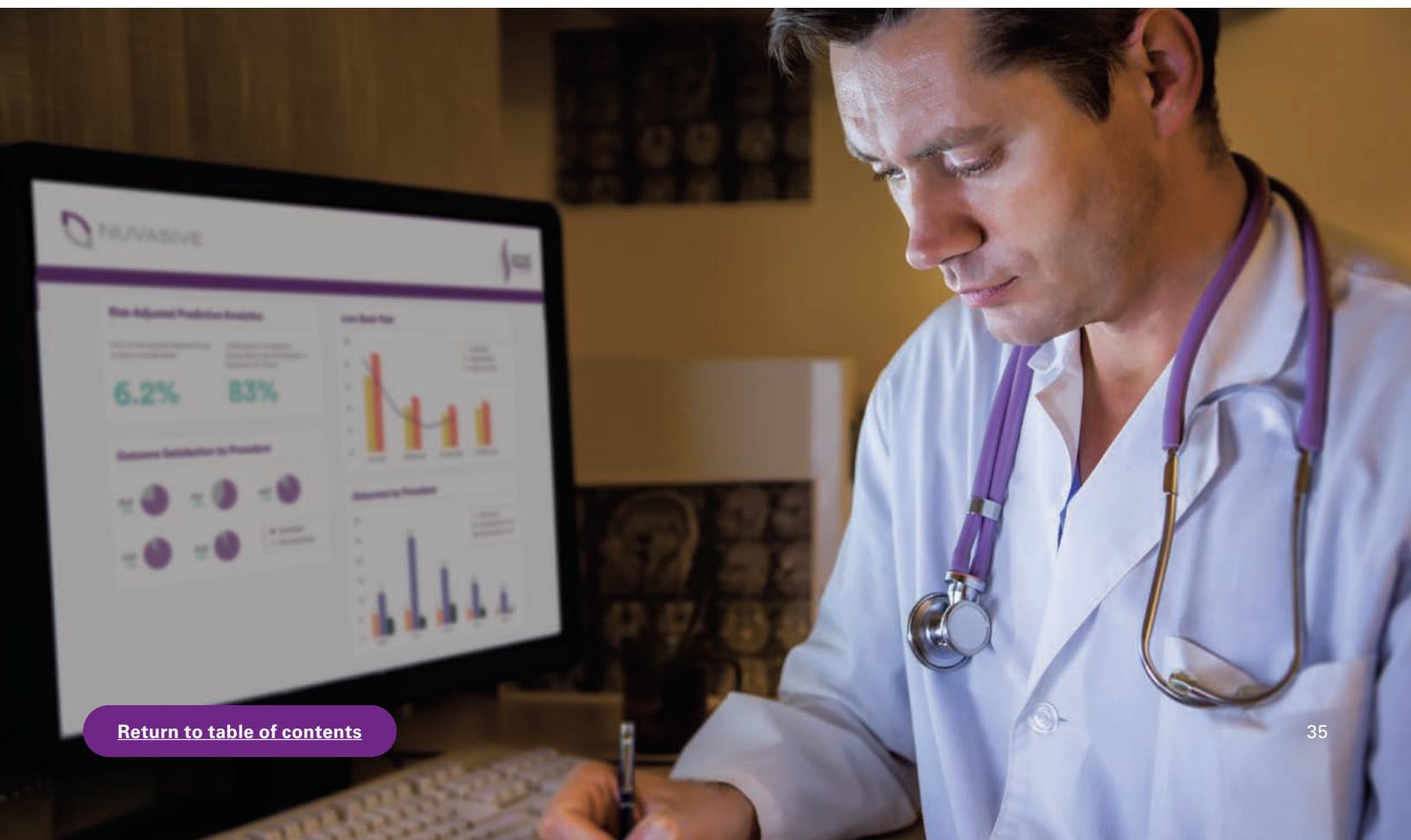
Assessing clinical outcomes with SpineTRACK

The SpineTRACK registry is a solution that empowers patients, surgeons, and hospitals. It has been uniquely designed for spine surgeons to collect comprehensive treatment and outcomes data on all spine patients, regardless of treatment or products used.

NuVasive also is a long-standing sponsor of the American Spine Registry (ASR), a national quality improvement registry for spine care. The Company will contribute to the future development of the registry, providing spine surgeons the ability to track the quality of their interventions through patient-reported and clinical outcomes, grant them access to national benchmarking data to compare performance across the country and support highly informed-decision making to enable surgeons to provide the highest quality of care.

“With a shared mission to improve outcomes in spine surgery, the ASR is proud to have NuVasive as the first industry contributor to our program. Together, we are poised to improve patient care and advance the science of spine surgery.”

Dr. Steven Glassman, professor of orthopedics at the University of Louisville in Kentucky, former Scoliosis Research Society president and ASR executive committee co-chair



The Better Way Back program

We support patients along their spine care journey through The Better Way Back (TBWB). This program is a nationwide community of patients who have previously undergone a spine procedure and want to give back by helping others along their spine care journey. TBWB ambassadors provide information, motivation, and shared experiences in an effort to provide support to other patients. In addition, the program also provides education on spinal pathologies and procedures.

To learn more about TBWB, visit thebetterwayback.org.

Overcoming a life-threatening spine tumor

As a former University of Kansas baseball player, Andy enjoys hiking, running and biking. Staying physically fit is a huge part of his life. But in 2019, his legs began to feel heavier during his runs, and an MRI revealed a spinal hemangioma—a tumor made of abnormal blood vessels. His doctor told him he would likely be paralyzed or even die if he didn't undergo surgery.

He elected to have a corpectomy to remove the damaged discs, vertebrae and bone spurs, as well as a laminectomy and posterolateral spine fusion. While he was able to walk after the procedure on the day of surgery, he had to use a brace and trekking poles to move around during his six-month recovery period. Now that he's recovered, he's a patient ambassador for TBWB, and shares his experiences to motivate others who are considering or have gone through back surgery.

“
Not to sugarcoat it,
but there's another
side to this. Being
on the recovery side,
it's just a wonderful
place to be.”

Andy, TBWB patient

Our COVID-19 response

The COVID-19 pandemic has brought disruption and hardship. NuVasive has taken proactive steps to promote the safety and wellbeing of our employees. We've taken the following actions since the beginning of the pandemic:

- Initiated a global task force to coordinate Company response and drive a comprehensive action plan
- Implemented rigorous COVID-19 health and safety protocols, provided personal protective equipment (PPE) to those working in clinical and operational settings, and offered remote work options where possible
- Developed virtual programs to enhance remote surgeon education and provide clinical insights
- Supported surgical procedures in part through comprehensive screening, quarantine, exposure, and return-to-work protocols as well as providing health and safety training for our employees in hospital settings

As the pandemic persists, we continue our efforts to:



Prioritize mental health and wellbeing initiatives



Maintain a flexible work environment



Foster employee engagement and connection

Changing lives for a better world

With a clear vision, socially responsible practices, and the strength of those who share our values, we're committed to help transform spine surgery, advance care, and change lives for the better.

We think

about sustainable practices.

We do

what is right to advance responsible stewardship.

We care

about our stakeholders and impact on the global communities.

Global Reporting Initiative Index

Standards	Descriptions	Page reference or answers
General disclosures		
Organizational profile		
102-1	Name of the organization	NuVasive, Inc.
102-2	Activities, brands, products, services	<ul style="list-style-type: none"> • Our Company • 2020 Form 10-K
102-3	Location of headquarters	Our primary corporate offices are located in Broomfield, Colorado and San Diego, California
102-4	Location of operations	Global Offices
102-5	Ownership and legal form	NuVasive, Inc. is publicly traded on the NASDAQ under the ticker symbol NUVA
102-6	Markets served	We operate in more than 50 countries with our major markets being: Australia, Austria, Belgium, Brazil, Germany, Italy, Japan, Netherlands, United Kingdom, United States
102-7	Scale of organization	<ul style="list-style-type: none"> • NuVasive at a glance • 2020 Form 10-K
102-8	Information on employees and other workers	2021 Proxy Statement
102-9	Supply chain	Engaging the supply chain
102-10	Significant changes to the organization's size, structure, ownership, or supply chain	<ul style="list-style-type: none"> • Operations have been modified at offices and facilities to follow legal and suggested COVID-19 guidelines. • Our COVID-19 response
102-11	Precautionary principle or approach	Our sustainability strategy
102-12	External initiatives	<ul style="list-style-type: none"> • United Nation's Sustainable Development Goals • American Spine Registry • NuVasive Spine Foundation • Compliance around the globe
102-13	Membership of associations	Compliance around the globe
Strategy		
102-14	Statement from most senior decision-maker of the organization	A message from our CEO
102-15	Key impacts, risks, and opportunities	2020 Form 10-K
Ethics and integrity		
102-16	Values, principles, standards, and norms of behavior	<ul style="list-style-type: none"> • Our shared mindset for success—The Cheetah Way • Our pledge to product safety and quality
Governance		
102-17	Mechanisms for advice and concerns about ethics	Corporate compliance and business ethics
102-18	Governance structure	<ul style="list-style-type: none"> • Corporate governance • 2021 Proxy Statement
102-19	Delegating authority	About this ESG report
102-22	Composition of the Board and its committees	<ul style="list-style-type: none"> • Corporate governance • 2021 Proxy Statement

Standards	Descriptions	Page reference or answers
Governance (cont.)		
102-23	Whether the chair of the Board is also an executive officer	<ul style="list-style-type: none"> • Experienced and independent Board leadership • 2021 Proxy Statement
102-24	Nominating and selecting the Board and its committees	<ul style="list-style-type: none"> • Experienced and independent Board leadership • Board refreshment and Board diversity • 2021 Proxy Statement
102-26	Role of board in setting purpose, values, and strategy	<ul style="list-style-type: none"> • Corporate governance • 2021 Proxy Statement
102-38	Annual total compensation ratio	2021 Proxy Statement
Stakeholder engagement		
102-40	List of stakeholder groups	A message from our CEO
Reporting practice		
102-45	Entities included in the consolidated financial statements	<ul style="list-style-type: none"> • Covered in this report are sustainability-related initiatives and impacts of NuVasive, Inc. and its domestic and international subsidiaries • 2020 Form 10-K
102-46	Defining report content and topic boundaries	About this ESG report
102-47	List of material topics	About this ESG report
102-53	Contact point for questions regarding the report	sustainability@nuvasive.com
102-55	Global Reporting Initiative content index	Global Reporting Initiative Content Index
102-56	External assurance	NuVasive does not currently seek external assurance for its sustainability report.
Management approach		
103-1	Explanation of the material topic and its boundaries	Sustainability governance
Environmental		
Energy		
103-1	Explanation of the material topic and its boundaries	Environmental impact
Emissions		
103-1	Explanation of the material topic and its boundaries	Environmental impact
307-1	Noncompliance with environmental laws and obligations	In 2020 and 2021, there were no findings of noncompliance with environmental laws and regulations.
Social		
103-1	Explanation of the material topic and its boundaries	Our workforce
201-3	Defined benefit plan obligations and other retirement plans	Employee benefits
401-2	Benefits provided to full-time employees not provided to temporary or part-time employees	Employee benefits

Standards	Descriptions	Page reference or answers
Social (cont.)		
401-3	Paternal leave	NuVasive operates globally, and, therefore, employee benefits vary by country. NuVasive currently offers United States employees eight weeks of paid time off for paternal leave.
403-1	Occupational health and safety management system	NuVasive has implemented an occupational health and safety management system as outlined in our Environmental, Health, and Safety (EHS) Policy for our employees, contractors, and visitors. The NuVasive EHS policy defines our commitment to support occupational health and safety, providing a safe working environment, and compliance with environmental, health, and safety legislation at each facility's geographic location.
403-2	Hazard identification, risk assessment, and incident investigation	Strengthening workplace health and safety
413-1	Operations with local community engagement, impact assessments, and development programs	Serving our communities
415-1	Political contributions	NuVasive, Inc. makes no political contributions.
Training and education		
103-1	Explanation of the material topic and its boundaries	Manager and employee training
404-2	Programs for upgrading employee skills and transition assistance programs	Information for employee skill building can be found in Manager and employee training
404-3	Percentage of employees receiving regular performance and career development reviews	All employees are considered for mid-year and end-of-year performance reviews.
Human rights assessment		
103-1	Explanation of the material topic and its boundaries	Engaging the supply chain
Supplier social assessment		
103-1	Explanation of the material topic and its boundaries	Engaging the supply chain
414-2	Negative social impacts in the supply chain and actions taken	Engaging the supply chain

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Modulus, Lessray, and
Simplify Cervical Disc

 **2797**

MAGEC

 **0297**

For important product safety information, please visit [nuvasive.com/eIFU](https://www.nuvasive.com/eIFU)

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[nuvasive.com](https://www.nuvasive.com)

